

Sales Management

THE MAGAZINE OF MARKETING



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Because You've Botched a Sale 80**



DECEMBER 1, 1949



THIRTY-FIVE CENTS

WHY ROSENBERG

CHOSE *Plio*film

PACKAGES BY MILPRINT

Rosenberg's switched to Plio film packages by Milprint because the new packages

- Are adaptable to large volume, high speed packaging operation
- Stand up under vigorous handling in transit
- On display, the product looks inviting because moisture, quality and color have been retained
- Impulse sales increase because the customer sees the quantity, color and size of the fruit
- The closely related family design helps sell the complete line, makes every variety of Sugarripe Dried Fruit familiar to the buyer

Looking for a smart, new, versatile dried fruit package — or any kind of package to spark up your product. Do like Rosenberg. Call your local Milprint man.



Milprint INC.
PACKAGING MATERIALS
LITHOGRAPHY & PRINTING

Printed Cellophane, Plio film, Acetate, Glassine,
Plastic Films, Foils, Folding Cartons, Lithographed
Displays, Printed Promotional Material

GENERAL OFFICE: MILWAUKEE, WIS.
SALES OFFICES IN ALL PRINCIPAL CITIES

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How to go home in Philadelphia

Let a friend of the family make a suggestion. Philadelphia, the city of homes, is the nation's third market—a trading area of 4,000,000 people. *In The Bulletin* your advertising message is a friendly guest, welcomed by families who have come to depend upon *The Bulletin's* news and features. *In The Bulletin*, Philadelphia's home newspaper, you reach four out of five families *in the city of homes*.

In the 4700 block of Hazel Avenue in West Philadelphia, for example, *The Bulletin* helps 91 of 99 families plan their shopping.

That's the way it is in all Philadelphia. You reach Philadelphians when they aren't rushed, have ample time to weigh your words. Because *The Bulletin* goes home, stays home, is read by the entire family—evenings and Sunday.

..... In Philadelphia
..... nearly everybody reads
..... The Bulletin

Sales Management

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FIRST IN ADVERTISING*

FIRST IN CIRCULATION** -IN THE NEW YORK EVENING FIELD

... and the first time in a
quarter century that a New York evening
newspaper can make this statement.

¹⁰
* The Journal-American, for the first 10 months of
1949, published more total advertising lineage
than any other New York evening newspaper.

** The Journal-American, New York's largest
home-going newspaper, reaches an audience
of 700,000 families every day...virtually twice
the circulation of the second evening paper.

Journal NEW YORK **American**

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE



"Od's Pitikins, Priscilla... this bible of buying information is building our new home!"

Galloping gobblers! Ask *Daniel Starch*, discoverer of the fact that Home Owners' Catalogs is the *greatest single factor of influence on buying decisions* where homes are built to owners' orders. Or let home-planners speak for themselves: "Home Owners' Catalogs is the one specific source that provides the most helpful information about all kinds of products and services for new homes." Research as sound as Plymouth Rock unearthed that fact.

The rich "owner-occupy" market offers a pilgrim's hatful of sales opportunities for manufacturers of building materials, equipment, appliances and home furnishings. Go after the cash-in-hand prospects in this market . . . gain *selling impact* through Home Owners' Catalogs.

Find out how *Dr. Starch's* findings can help you make truly profitable sales in 1950. Write to Dept. "H".



Home Owners' CATALOGS

119 West 40th Street, New York 18, N. Y.

F. W. Dodge Corporation's
Consumer Catalog Distribution Service



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December 1, 1949 Volume 63 No. 12



SALES MANAGEMENT



More Real Estate Display Advertising Than Any Other U. S. Newspaper

THE STAR, No. 1 newspaper in the nation in real estate display in 1948, continues to maintain leadership for the first 9 months of 1949, beating its own figures for the period by 15.9%. As in practically every other display classification, The Star dominates the real estate field in Washington, with 15.1% more lineage than the three other papers combined.*

Washingtonians have made The Star the No. 1 advertising medium in the nation's capital be-

cause it produces results that are a matter of common experience. National advertisers who follow this lead capitalize on a dependable Washington habit.

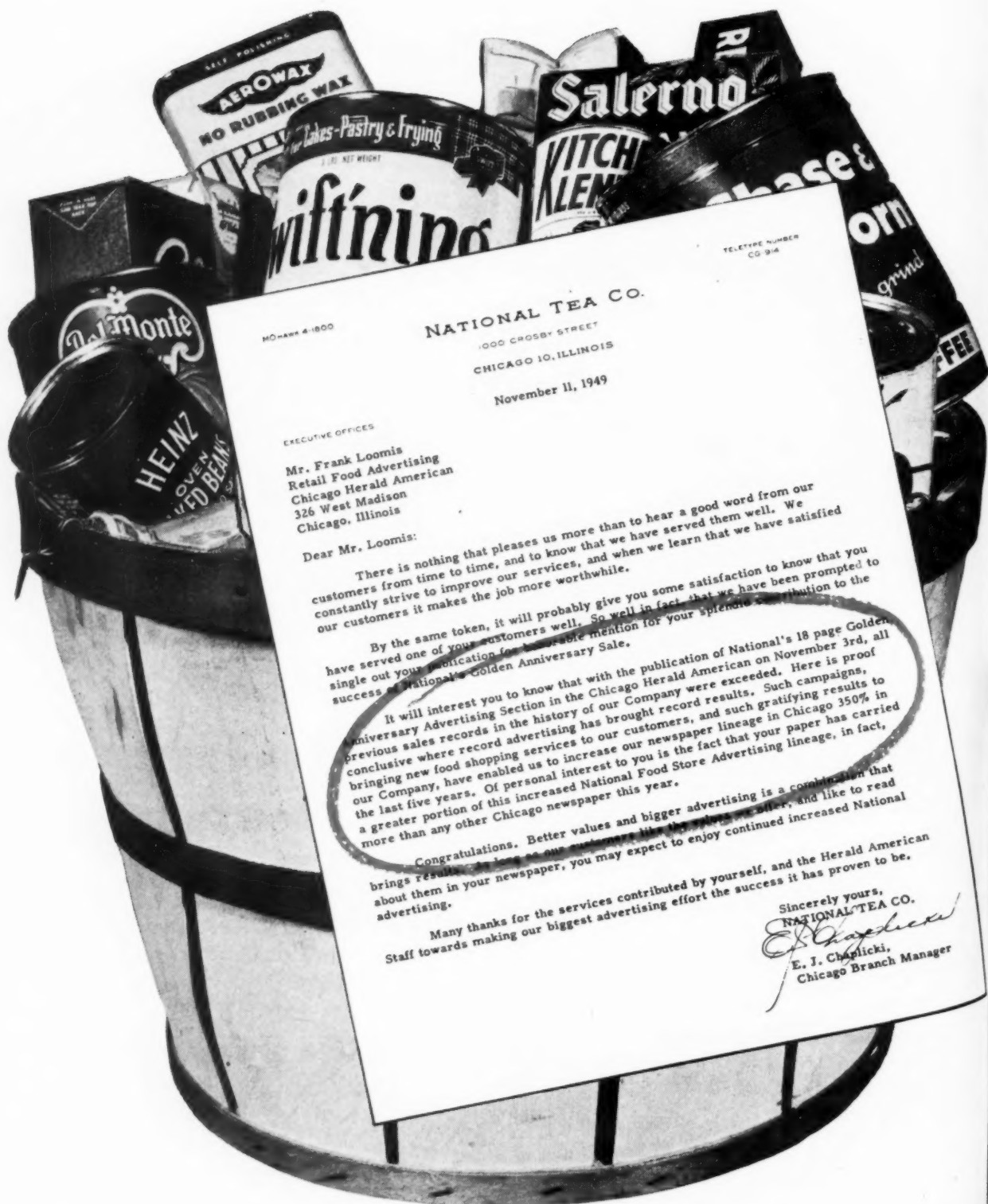
* Media records first 9 months, 1949.

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by Dan A. Carroll, 110 E. 42nd St., NYC 17; The John E. Lutz Co., Tribune Tower, Chicago 11. Member: Bureau of Advertising ANPA, Metropolitan Group.

the Chicago HERALD-AMERICAN



MO-HARR 4-1800

NATIONAL TEA CO.
1000 CROSBY STREET
CHICAGO 10, ILLINOIS

November 11, 1949

EXECUTIVE OFFICES

Mr. Frank Loomis
Retail Food Advertising
Chicago Herald American
326 West Madison
Chicago, Illinois

Dear Mr. Loomis:

There is nothing that pleases us more than to hear a good word from our customers from time to time, and to know that we have served them well. We constantly strive to improve our services, and when we learn that we have satisfied our customers it makes the job more worthwhile.

By the same token, it will probably give you some satisfaction to know that you have served one of your customers well. So well in fact, that we have been prompted to single out your publication for a special mention for your splendid contribution to the success of National's Golden Anniversary Sale.

It will interest you to know that with the publication of National's 18 page Golden Anniversary Advertising Section in the Chicago Herald American on November 3rd, all previous sales records in the history of our Company were exceeded. Here is proof conclusive where record advertising has brought record results. Such campaigns, bringing new food shopping services to our customers, and such gratifying results to our Company, have enabled us to increase our newspaper lineage in Chicago 350% in the last five years. Of personal interest to you is the fact that your paper has carried a greater portion of this increased National Food Store Advertising lineage, in fact, more than any other Chicago newspaper this year.

Congratulations. Better values and bigger advertising is a combination that brings results. As long as our customers like the plans we offer, and like to read about them in your newspaper, you may expect to enjoy continued increased National advertising.

Many thanks for the services contributed by yourself, and the Herald American Staff towards making our biggest advertising effort the success it has proven to be.

Sincerely yours,
E. J. Chaplicki
Chicago Branch Manager

AMERICAN

BREAKS ALL RECORDS

with the

LARGEST FOOD ISSUE EVER PUBLISHED BY ANY CHICAGO NEWSPAPER!



On Thursday, November 3rd, the Herald-American published the largest single food issue ever published by any Chicago newspaper. Total food lineage amounted to 69,771 lines... over 53,000 lines were from leading retail grocers and included a full 18-page section launching National Food Stores' Golden Anniversary sale.

As the result of this record advertising, sales in National Food Stores throughout the Chicago area were the greatest in their 50 years of business.

Leading retail grocers who best know Chicago's food buying habits do a big volume business from their Herald-American advertising. 40% of all the advertising placed by the four largest chain stores goes into the Herald-American.

A HEARST ADVERTISING SERVICE representative will be glad to show you how your food and grocery advertising can be made more profitable in the Chicago Herald-American.

Chicago **HERALD-AMERICAN**
CHICAGO'S LARGEST EVENING NEWSPAPER

NATIONALLY REPRESENTED BY THE HEARST ADVERTISING SERVICE

The Human Side

COOKING WITH TIME

Every magazine has an advertising classification that's the proverbial tough-nut-to-crack. *Time's* nut has, for years, been food manufacturers. "Why," ask the f.m., "should we take costly space in *Time*?" The women who read a news magazine are more interested in their careers or world affairs than a recipe for spinach souffle."

Some months ago *Time's* publisher, James A. Linen, who's heard the old argument for so long without being able to give a suitable response—and who thought the argument was poppycock to begin with—reached the end of his patience. He decided to learn the answer. So he sat down and wrote a letter to some 2,000 women whose names he picked, hit or miss, from the subscription lists of his publication. He told the girls the truth—that they were being discounted by food manufacturers. Now he wanted to know the facts . . . Were they (the women readers) "too busy" to think about cooking? Did they merely feed their minds and dine from a menu, out of a can or by courtesy of a little gem in their kitchens? He was deluged with irate replies—and recipes.

As a result "The Time Reader's Book of Recipes" has emerged from the presses of E. P. Dutton & Co., Inc. And the foods manufacturers will have to put up or shut up. For many of these women readers, fighting mad, had written letters accompanying their recipes, saying that Mr. Linen was darned tootin' they can, and do, cook.

Some of the recipes—and letters—came from such high-placed ladies as Kate Smith, Kathleen Norris, Dorothy Canfield Fisher, and Rosalind Russell. And they were just as incensed as the hundreds of global-minded housewives who contributed their two bits worth and, of course, memos for good eatin'. They poured in from all parts of the country, these letters. From Laconia, N. H. and Lansdowne, Pa. And there's a special section, toward the end of the book, called "International Recipes." *Time's* women readers in Brazil and Fiji and Nova Scotia and Honolulu and other far-flung spots laid down the current issue and forgot to stir the pudding, while they wrote their letters enclosing prized recipes.

Time obviously had more on its hands than it bargained for. What to do with all these recipes after they'd served their original purpose of convincing hard-headed food manufacturers? The dilemma was solved when Dutton got on the phone. "See here," said Dutton, "we've gotten the word that you people have some choice recipes over there. Let us put them in a cookbook." *Time* was delighted.

Dutton took over from there. It grabbed off Florence Arfmann, Young & Rubicam's experimental kitchen director, put her to work testing recipes. Miss Arfmann had a field day which lasted over several months. Finally she narrowed down the residue to 230 recipes which were the cream of the crop—unusual, delicious, possible for manufacture in anybody's kitchen.

The book itself is a charming thing. It is illustrated with line drawings which are not only delightful but perti-

nent. And below each of the recipes is a bit of source material—the name and address of the *Time* reader who supplied the recipe and her own words about the recipe itself. Some of the more printable remarks of some of the ladies concerning people who surmised they couldn't cook are also included. These make almost as good reading as the recipes make good feasting.

And now everybody's happy. Dutton has a potential best-seller, *Time* has a new arsenal of sales ammunition.

CHRISTMAS GIFTS SOLVED

Yep, it's approaching. Christmas. That time of year sales managers and just plain husbands manage beautifully to ignore with a serene if-I-don't-think-about-it-it'll-never-happen attitude. But it's almost here and if you're looking for something to give the best account, the wife or yourself, maybe we can help. We've just been to see two hybrid New Yorkers (originally from Milwaukee)—the Pearse sisters, Ruth and Martha—who are prepared to cater to your needs.

The girls—who pronounce their name "Purse"—haven't had their business, which they call Unusualties, Inc., very long, but it's a thriving affair. They are prepared to fill your order for beer mugs embellished with your personal "doodles," or a festive Barbekit which provides a king-size salad bowl, two aprons in denim (well-made affairs minus the cute sayings), a set of fire mits, eight steel skewers, two cans of imported vine leaves which make a mouth-watering appetizer, a dessert, a jar of Turkish coffee and a complete menu telling how to round it all up. All for a couple of dozen fish. Or a French perfume, not vampish, not sweet-young-thingish. At a reasonable price.

But back to the Pearses. Around May, Martha gave up the job she'd held for years. And Ruth, who's a copy writer for a large New York agency, urged her not to look for another. Not until they'd tried what had always been a rosy dream of providing for out-o-towners a serv-

PEARSE SISTERS, Martha and Ruth, examine some of their ready-to-ship Doodle Mugs decorated with customers own doodles.



FOR YEARS, WE'VE BEEN BUSY

Wooing Women

TO HELP YOU SELL MORE FOOD
IN PHILADELPHIA!



Today-

SEE HOW WE'RE TALKING THEIR LANGUAGE
WITH THESE FOOD-SELLING FEATURES...

"FEATURES FOR WOMEN" SECTION!
America's first complete weekly women's section... dramatically promoted to win phenomenal success. A "natural" for food advertisers!



"FEATURES FOR WOMEN" TELEVISION SHOW! Merchandising for Inquirer-advertised products is the highlight of this weekly WFIL-TV program. No cost for this extra!



COOKING SHOW! A new weekly movie-theatre feature, in cooperation with Philadelphia Electric Co. and Stanley-Warner Theatres.



RECIPE CONTEST! Cash prizes for winning recipes containing ingredients advertised in "Features for Women." A significant plus in promotion!

FOOD ADVERTISERS OF ALL KINDS
ARE CHOOSING THE INQUIRER
MORE AND MORE!

FIRST in America in percentage increase! That's The Inquirer story in general grocery advertising for the first half of 1949. An increase of 51%. And The Inquirer was 2nd in lineage increase with a gain of 153,963 lines!

And 70 new schedules added The Inquirer in this same period... for a total of 188 new schedules since January, 1948.

It is also a significant fact that food and grocery manufacturers located in the Philadelphia area used more lineage in The Daily Inquirer than in any other daily newspaper.

The facts add up! If you want your advertising in the paper that talks "women's language" and assures their response, make sure it's in The Inquirer!



NOW IN ITS 16TH CONSECUTIVE YEAR OF TOTAL ADVERTISING LEADERSHIP IN PHILADELPHIA

The Philadelphia Inquirer

Exclusive Advertising Representatives:

TED W. LORD, Empire State Bldg., N.Y.C., Longacre 5-5232; ROBERT R. BECK, 20 N. Wacker Dr., Chicago, Andover 3-6270; GEORGE S. DIX, Penobscot Bldg., Detroit, Woodward 5-7260
West Coast Representatives: FITZPATRICK & CHAMBERLIN, 155 Montgomery St., San Francisco, Garfield 1-7946 • 448 S. Hill St., Los Angeles, Michigan 0578

DECEMBER 1, 1949



FIXIN'S for Barbekit are
the best to be found.
Nothing is machine made.

ice that would provide perfect, unusual gifts. On a certain night in May Unusualties, Inc., therefore, was born.

Being a promotion and writin' gal, Ruth decided on direct mail to put over the new business. She wrote a delightful—and astute—first offering, using 1,500 names she solicited from friends and friend's friends. By this means she was able to begin: "A fine how-do-you-do to you Mr. and Mrs. ——. A friend of yours (here she inserted the name of the person who had provided the name) has introduced you to us . . ." She then proceeded to tell about the Barbekit, added a postscript to the effect that if the addressee had friends (sort of a friends-of-friends-of-friends idea) who would like to hear about Unusualties, their names would be gladly added to the list.

The sisters admit that they sunk a lot of money into the attractive piece but that it didn't work perfectly. Seems their friends had friends, all right. But the friends-friends weren't direct mail conscious. So for the second mailing, promoting the Doodle Mugs (you send 'em your doodles, they interpret them on the mugs.) they resorted to bought lists. These succeeded.

Since they started so late with their line, the girls have used small, provocative advertisements in *The New Yorker* to promote their wares. They missed deadlines for the Christmas issues of the home making magazines but have discovered that most people are just like them. When the ladies lived in the Middle West they often sighed for a source of unusual gift items or accessories for their home. And, using *The New Yorker*, most of their orders are coming from outside New York's environs.

The little catalog which they mail out to prospects has garnered not only orders but praises. They hired the best layout man their money would buy, had friend Hans Moller, who often does the covers for *Fortune*, prepare their trade mark, using one of *their* doodles, this time. Their plans are to produce a new "unusuality" each month.

They've been gratified with sales. They haven't gotten rich, they say, but they're paying their way and they're shrewd enough to know that any business which pays its own keep during the first year is lucky.

They admit, too, that they're "compilers." For the Barbekit, they combed New York until they found the perfect, large salad bowl, the most delicious foods, the hardest skewers. The perfume comes from a source in Paris from which Ruth had always ordered her own scent. The Doodle Mugs are hand-painted by Hans Moller.

"And if people want the best then our business will continue to grow," says Martha. For they're building it on the premise that they'll add nothing to their line unless it's so nice that people who order it as a gift for friends will end up keeping it themselves.

A food marketing **HIGH SPOT!**

among the 184 Wholesale Areas of America

NEWARK
NEW JERSEY
FOOD
WHOLESALE
AREA

12th
in
POPULATION

9th
in
FOOD SALES

13th
in
PER CAP SALES

13th
in
QUALITY INDEX

Served
mainly
by the

**NEWARK
NEWS**

NEWARK, N. J., or O'MARA & ORMSBEE



**Only two other wholesale areas
in the country rank high in ALL
these features!**

Looking for the biggest?

In New York the biggest share-of-audience tunes to WCBS

Each new survey makes the story stronger: New York listens *most* to WCBS. Morning, afternoon, and evening—in both Pulse and Nielsen—WCBS leads by a wide margin. And in the latest Nielsen, WCBS' *total day* share-of-audience is:

32% greater than network station B's
74% greater than network station C's
82% greater than network station D's
153% greater than independent E's

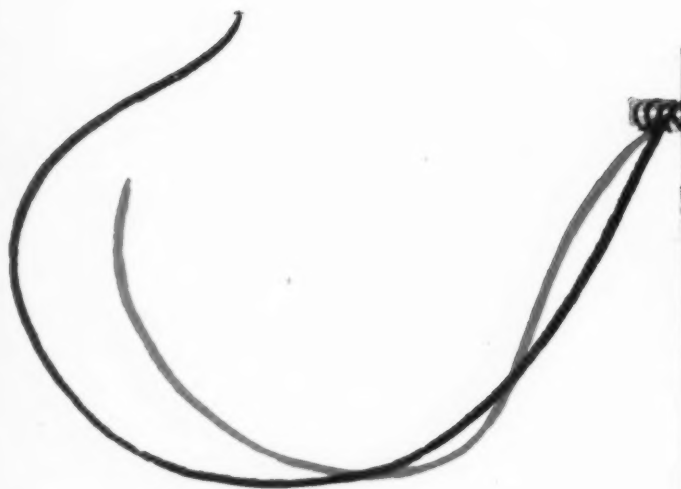
Such distinct listener preference directly reflects WCBS' better programs—network and local—from *Jack Sterling* (6-7:45 a.m.) through *Starlight Salute* (11:30 p.m.-midnight).

Plain to see your sales message belongs on the station the most people listen to most!

Represented by
Radio Sales



Famous Products go to M



ESTABLISHED 1906

CABLE ADDRESS: PALMOLIVE

Colgate-Palmolive-Peet Company

105 Hudson Street
Jersey City 2, New Jersey

OFFICE OF THE PRESIDENT

July 12, 1949

Robert Gair Company, Inc.
155 East 44th Street
New York (17), N. Y.

Gentlemen:

We learned recently that the first sale of your Company was made on July 7, 1864 and I should like to congratulate you on your very substantial contribution to improved paper products and packaging during the past eighty-five years.

Robert Gair has been one of our Company's important suppliers for many years, in both folding cartons and shipping containers. As a matter of fact, before the merger of our Companies in 1928 the Colgate Company, The Palmolive Company and Peet Brothers were all consistent users of your fine services and materials. During all these years our business relationships have been most cordial and our benefits, mutual.

Packaging plays an important part in our business and the growth of the packaging industry has been remarkable. We feel that this is a result of close cooperation between supplier and manufacturer which will mean future benefits and advancement.

On the occasion of your Eighty-Fifth Anniversary may we extend to you our warm good wishes for continued success and prosperity.

Cordially yours,
COLGATE-PALMOLIVE-PEET COMPANY

E. H. Little
President



ROBERT GAIR COMPANY, INC.

PAPERBOARD • FOLDING CARTONS

Market in Gair Cartons

VEL, FAB, SUPER SUDS and other COLGATE PRODUCTS ENJOY PRESTIGE and LEADERSHIP in GAIR CARTONS

PACKAGING plays an important part in the MERCHANDISING and PROTECTION of these famous household products. Every carton must be smartly designed and embody an irresistible sales appeal. When on display before the eyes of the consuming public, in hundreds of thousands of retail outlets, these "silent salesmen" become an indispensable "tie-in" factor with the millions of dollars invested in advertising and sales promotion by the COLGATE-PALMOLIVE-PEET COMPANY.

For many years our technical as well as our sales staff has extended close cooperation and collaboration with COLGATE-PALMOLIVE-PEET COMPANY, in packaging research, designing and the speeding up of production.

From a humble beginning, 85 years ago, ROBERT GAIR has literally grown up with COLGATE-PALMOLIVE-PEET COMPANY and many other top-flight industries.

COLGATE SHIPPING CONTAINERS

are produced in strategically located Gair Plants where dependable service is always *Gairanteed*.

Our technical staff will be glad to hear about your packaging problems. Write today.



Y, INC. 155 East 44th Street, New York 17 • Toronto, Canada

IN CARTONS • SHIPPING CONTAINERS

Please give this to your
proofreader



You can't always remember everything. Neither can your writers, editors, typographers. But proofreaders are wonderful people who do heed memoranda in all matters concerning correct usage.

Could we request, as an aid to us in protecting our trade-mark, that you send the above memorandum, or one similar to it, to *your* proofreading department right now?

THE COCA-COLA COMPANY

COPYRIGHT 1945, THE COCA-COLA COMPANY



GULF OIL CORP.:

In current re-organization of Gulf's domestic sales department, several new posts have been created. New appointees include L. F. Craig (left), now general sales manager of special products, John F. Walton, Jr., (center), general sales manager of special accounts and Federal Government sales of all products, and R. C. Arnold (right), general sales manager of extra-divisional market development.

NEWS REEL



ROCKWELL MANUFACTURING CO.:

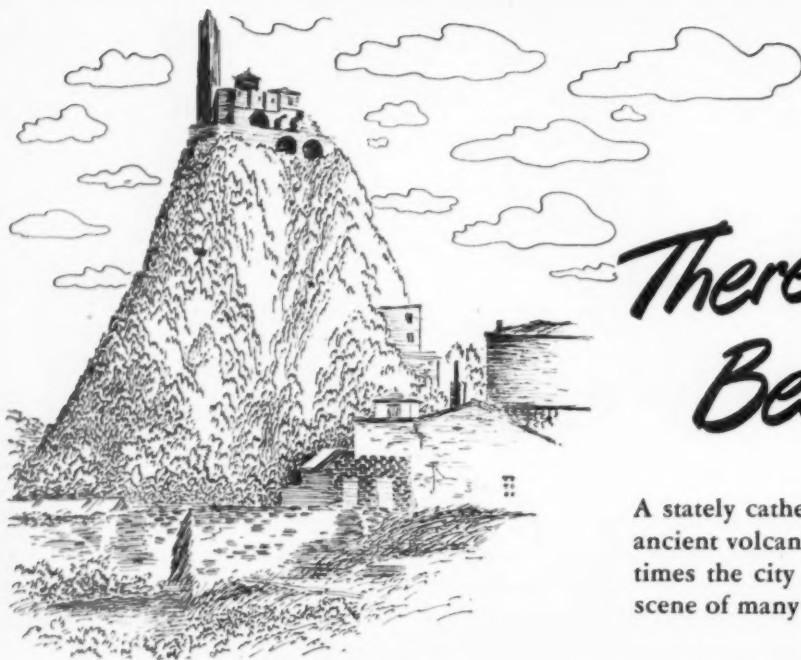
John Stolarz (left) and Irving G. Meyer (right) have been named manager of consumer sales and manager of Multiplex sales, respectively, for the company's Power Tool Division, Milwaukee, Wis.



AVCO MANUFACTURING CORP.:

Stanton E. Smalling (left) is named manager of the newly created American Kitchen builder sales department within the corporation's American Central Division. Joseph E. Guertin (right) is appointed administrative assistant to the general sales manager of the American Central Division.





There's a Story Behind Everything

A stately cathedral rises today from the summit of an ancient volcano in Le Puy en Velay, France. In feudal times the city was an important trade center . . . the scene of many fairs and guild exhibits.



Pittsburgh's leading industries exhibited at an Exposition of Industrial Leadership held recently. The Pittsburgh Plate Glass Company booth combined brilliant color and a convincing demonstration to show visitors the many uses of different types of glass both in and out of the home.

"Tops" in Pittsburgh industry . . . "tops" at the show.

✓ Write or phone for your free copies of
INDUSTRIAL SHOWMANSHIP and learn
the latest in display techniques **TODAY!**

PITTSBURGH.....477 Melwood St., Pittsburgh 13, Pa., MAYflower 1-9443
NEW YORK.....516 Fifth Ave., New York 18, N.Y., VAnDerbilt 6-2621
CHICAGO.....1937 W. Hastings St., Chicago 8, Ill., TAYlor 9-6600
DETROIT.....810 Book Tower Bldg., Detroit 26, Mich., WOODward 2-3557

GARDNER
displays

Dear Editor....

More About Self-Training

Editor, SALES MANAGEMENT:

The article by Neil M. Mathews of *Farm Journal* in your November 1 issue entitled "Quiet Talk to the Salesman About Self-Training" is one of the finest of its kind I have ever had the pleasure of reading.

I wonder whether you could secure permission from Mr. Mathews for me to have about 50 copies of this article mimeographed to distribute among my wholesalers' salesmen in the State of Illinois. I am just ready to send out a series of small sales training booklets to these salesmen and would very much like to use this article as an introduction to this self-training course.

ALLAN B. VAN
District Manager
Hiram Walker Inc.
Chicago, Ill.

(SM's editors should have been able to foresee the demand for reprints of the Mathews piece. Since we have no reprints, permission is being granted to many inquirers to make their own.—The Editors.)

Spode Underproduced, Not Undersold

Editor, SALES MANAGEMENT:

There are two things unusual about this letter. First, that it is such a delayed reaction to your October 1 issue. Second, that it is a letter of complaint based upon your printing a true statement.

In the October 1 issue Mr. Shoenfeld's otherwise excellent story on the problems of marketing British goods in this country, included one statement which demands amplification or clarification: "Women who live in Kansas City have little opportunity to collect Wedgwood or Spode."

The statement is true—but it is equally true of New York, San Francisco, Dallas or Moultrie, Georgia. It is not because of faulty distribution, as Mr. Shoenfeld implies, but rather because years of steady selling and advertising have created a demand that far exceeds even the expanded production of these two famous English dinnerwares.

Mr. Shoenfeld might well have pointed to Spode and Wedgwood as outstanding examples of good marketing of British products in this country.

Both Spode and Wedgwood are distributed nationally—even in Hawaii and Alaska. About 22% of Spode sales are in the area between the Mississippi and the Pacific Coast states. Wedgwood tells me that this same territory absorbs about 19% of their sales.

This runs pretty close to SALES MANAGEMENT figures—probably much closer than many American products.

Mr. Shoenfeld's error is not surprising. It is rampant among housewives who believe that there is Spode everywhere but at the store in which they are shopping. It is shared by stores which have suspicions that we are supplying all other accounts first. It is even found in the British Board of Trade, whose news releases probably misled Mr. Shoenfeld in the first place.

ROBERT G. INMAN
Advertising Manager
Copeland & Thompson, Inc.
New York, N. Y.

"Thank You" From Britain

Editor, SALES MANAGEMENT:

Monday, 7th November, was indeed a red letter day for me because it was then I opened your letter of 28th October and read your opening paragraph about Mr. James H. Collins of Hollywood. I do not know how to say, from the bottom of my heart, thank you, first of all for your acceptance of my suggestion, and secondly for the response that has apparently come in from this paragraph in your fine journal.

I am writing to Mr. Collins, and enclose a copy of my letter to him.

It is this kind of really firm handclasp across the sea which inspires the feeling that there are many understanding folk in the United States who have the vision, either from contact with British people or from their understanding of our problems, to be able to show a broadness of outlook, and shake off the parochial views that are sometimes expressed in the press of both England and America...

You say the average sales executive in America is puzzled as to how he can help



his British brothers. Well, he can do it by helping to spread the good word, by buying British goods—always provided they are value for money and are styled to suit the tastes of the American market.

I have the honor to be Chairman of the London Branch Export Sub-Committee, and if any readers at any time have any pointers to offer on practices in British sales promotion in the United States, I would always be glad to have criticisms and suggestion corrections. Naturally, in order to protect the people writing, it would not be policy to disclose the name of the product, but the type of merchandise could be mentioned. Such constructive criticisms will put us on our mettle, and at the same time enable us to build up what you say quite often in your Journal—a case history of good and bad practices, of difficulties, and the resourcefulness by which they have been overcome.

I have no doubt at all that our Association would be helpful, if not in the immediate future, then in the not too far distant one, to American companies selling in Britain, to tell them what pitfalls they must avoid, and how they can best go about getting consumer acceptance for their particular types of merchandise.

It has definitely been the experience of American companies who have come over here to produce or to promote the sale of their articles, that somehow they have got away on the wrong foot, and have been disappointed in the results.

If I might utilize a phrase which I saw in one of your own issues, which is necessary is private enterprise in the public interest, and I think that sales managers and good sales management practice can best do that job...

Yours sincerely,

JULIAN ROSE, M.S.M.A.
Raphael Tuck & Sons Ltd.
London, England

Aunt Jemima

Editor, SALES MANAGEMENT:

We particularly want to congratulate you on the splendid article in the current issue entitled, "Adventure With Aunt Jemima."

This is so typical of the possibilities which exist today with dealers who don't realize the selling possibilities of many items on their floor, that we would like to procure about 25 tear sheets of this article to be sent to the salesmen of one of our clients. We wonder if you would be good enough to advise us by return mail the cost of same, and we will arrange to have our client order these tear sheets direct, as we want to be sure they are in the hands of the salesmen at as early a date as possible, as the subject is most appropriate.

Thank you very much indeed for your kindness.

ERNEST H. JONES
President, The Ernest H. Jones Co.
Ashburnham, Mass.

(For the third in a series of 12 articles by Lionel Moses on merchandising the advertising, turn to page 59 of this issue for "Adventure with Sunkist." — The Editors.)

"Is distribution keeping pace with production?"

*asks Malcolm P. McNair, Professor of Marketing
at the Harvard School of Business Administration**

To keep them in step, Prof. McNair suggests, the distribution executive might well learn the machine-age lesson of modern industrial production.

"U. S. goods are generally manufactured by machine, while they are still distributed by hand. Closing the gap is essential to a sound economy.

"To narrow the gap, we must (1) mechanize distribution equipment, and (2) improve and develop personnel. Efforts to replace distribution labor with machinery are still very limited."

H E A D Q U A R T E R S F O R B U S I N E S S

**Quoted in Business Week, January 29, 1949*

That's the challenge of today's competitive market, a challenge faced squarely by the ever-increasing number of sales executives who are putting MECHANIZED SELLING to work!

Mechanized Selling is the answer because:

Mechanized Selling uses the automatic high-speed, low-cost tools of *Advertising* to cut the cost of taking your product to market!

Mechanized Selling makes your salesman's expensive *selling* time more productive, by helping him over the time-consuming preliminary steps to the sale.

Mechanized Selling enables your salesman to concentrate on the pay-off steps of making a specific proposal and closing the order.

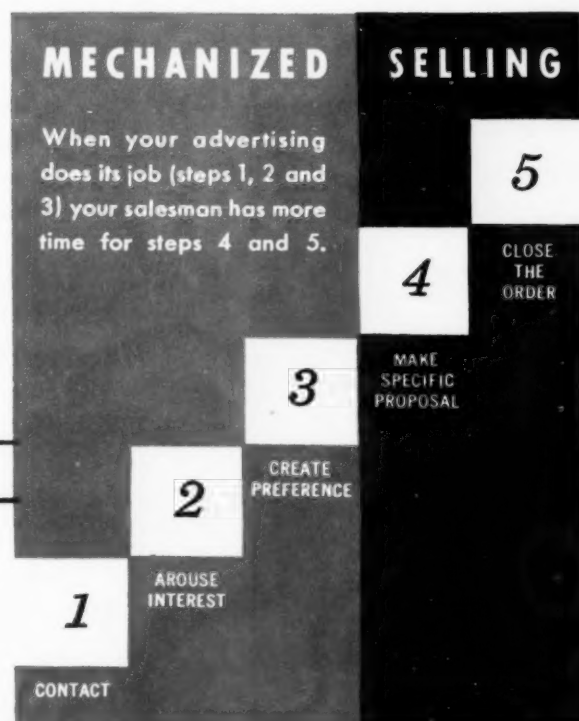
The McGraw-Hill booklet, "Orders and How They Grow," explains Mechanized Selling in fast-moving style to the man who needs it most — your salesman. Write for your copy today!

Mc G R A W - H I L L
P U B L I C A T I O N S

I N F O R M A T I O N

330 WEST 42nd STREET, NEW YORK 18, N. Y.

DECEMBER 1, 1949



The HEINN Company • 326 W. Florida Street • Milwaukee 4, Wisconsin

Telling your story to ALL the key men at one

Here's the way to do it: Organize your sales facts logically and attractively. Bind them in a Heinn Loose-Leaf Easel Binder. Present your story — with words and pictures — to groups instead of individuals, wherever possible.

Do that — and your sales will go zooming to new highs — with substantial saving of salesmen's time! Your sales-story loses something when you depend on someone else to carry it along to the man with the final say-so.

The job of organizing your sales material and the actual presentation of it by your salesmen is simple — when you bind it in a Heinn Loose-Leaf Easel Binder. We'll be glad to show you how these famous easel binders fit perfectly with your sales promotion plans. Write for the facts — Now.



INCREASE YOUR SALES-AUDIENCE WITH HEINN EASEL BINDERS



BY T. HARRY THOMPSON

As we move into the final month of the year, most of us are tired of hearing that Russia has the atomic bomb; yet we're afraid to let the thing drop.

A newcomer to television could have some fun sloganeering, it seems to me, with such phrases as "Muntz ahead" or "You have Muntz to pay."

Awhile back, *The Philadelphia Inquirer* asked its readers to send in their own definitions of *statism*. I submitted: "Government by wetnursing that leads to a bust."

Speaking of newspapers, *The New York Times* contributed \$1,450,000 to employ security-plan funds during 1948 . . . \$4 for every dollar contributed by the workers themselves.

One of Philadelphia's oldest department stores is Strawbridge & Clothier. Near Phoenixville, Pa., the Strawbridges have property on one side of artist-architect Al Bendiner, and the Clothiers adjoin on the other. Being spang in the middle, Al calls his place "&." Authorities for this item: Jack Scheetz, of Hercules Powder, and Earl Selby, of the *Philadelphia Bulletin*.

The column had asked: "Is there no market for lobster-claws?" Fitzhugh White, of Whittier, California, came right back with: "Certainly not; otherwise, we would have our California lobsters grow 'em." California lobsters, that is, those in the Pacific, don't have claws, he postscrips. Not even introductory claws, Fitz?

"We prefer men who are married or have some responsibility. Car is

essential but not necessary."—Excerpt from a classified ad. I love that "essential but not necessary."

"Every woman likes to be taken with a grain of assault."—*Typo Graphic*.

Who remembers Valspar, and the trade-mark cut of a woman pouring scalding water onto a table-top? Even a steaming tea-kettle, it seems, couldn't make that varnish vanish.

HEADLINE PARADE

Scotland in a bottle!—*Haig & Haig*.

An orchid opened the president's door!—*Florists' Telegraph Delivery Association*.

It's not cheap!—*Hormel Onion Soup*.

The book that reads the same in any language.—*American Express Travelers' Cheques*.

To buy or not to buy?—*Lovell Wringers*.

What every traveling salesman knows: Second-class joints charge first-class prices.

CHRISTMAS CLUB: What the family beats on Dad with.

COMET: Star performer.

When I get a tough assignment, I ask myself how I'd like to be a missionary in Communist China.

If you think punctuation doesn't matter, try this on the Packard slogan: "Ask the man: Who owns one?"

Capsule Caricature: "It's a one-traffic-light town."

Then, too, you could can a very special food for the Dalmatian breed, and advertise it to the carriage-dog trade.

I'll call him "Jack," because that's his name. He's a young and successful real-estate agent. Recently, he was given three new and snazzy stone homes to sell. They didn't move very fast, even when the price was cut. He got an idea. Advertised "Only Three Left." They've begun to sell. Now there are "Only Two Left."

Who remembers the candy-butcher in the old burlesque-houses? Between



Customers are not necessarily Friends!

Listen in the locker rooms . . . ask your wife what she heard at the bridge club . . . or make a thousand calls on the people who buy what you sell:

You may discover that making sales and making friends are two different but related jobs!

Folks may go to the only movie nearby, and still complain about the stories the studios choose. Men may ride on a railroad because it goes where they want to go, and yet make the air blue with complaints. Women may walk for blocks to save their pennies at a chain store, and yet denounce it as a "foreign" company . . .

No—a business cannot take for granted that customers are friends. Nor risk having many non-friends whose votes may someday be put together against it!

That's why Public Relations has grown far beyond press-agentry: Today it concerns itself with helping to make sure that policies are right *before* they are adopted . . . and then that they *SEEM* right to all the various "publics" they affect. No matter how sound the planning, people are likely to be against what they don't understand.

So nowadays it is a top-management job to make sure that business policies win *friends*, as well as customers!

But friends make wonderful customers! Your product seems to wear longer, work better, look handsomer when bought by the man or woman who also has learned to think well of your company!

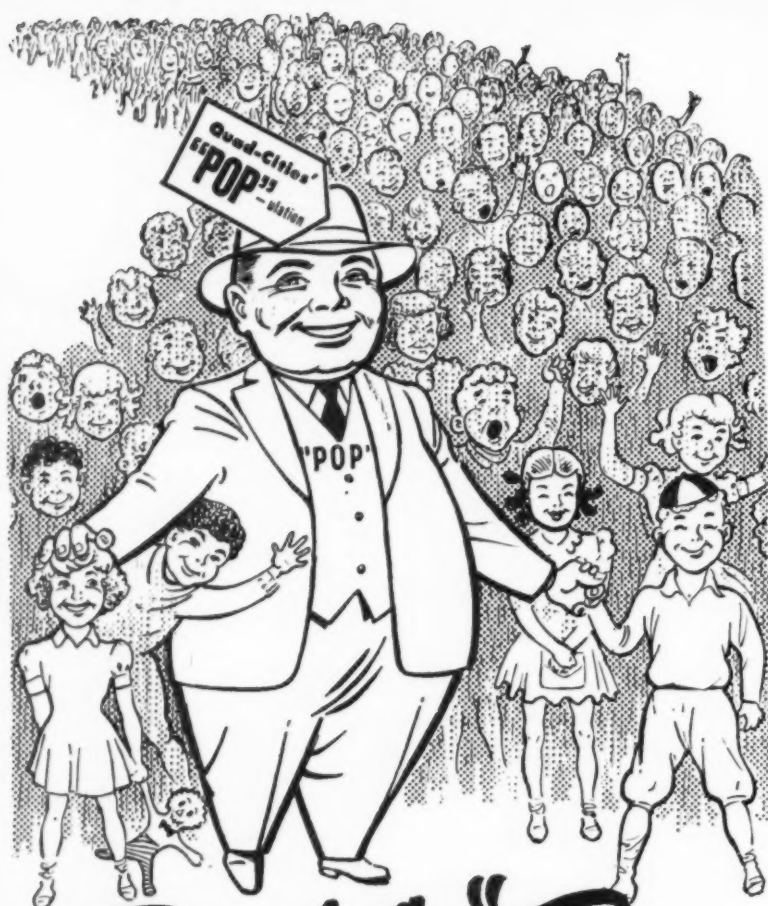


WHETHER counsel comes from the agency's own Department, or from one of the many highly qualified special practitioners in this field, the J. Walter Thompson Company believes that good Public Relations is good *business!*

It involves not only cooperation in policy planning, but sharply focused communication with a variety of specialized publics. Realistically practiced, Public Relations affects not only good will but production, sales, and *profits!*

A truly modern Public Relations-Publicity department is only one of the many professional services of the world's largest clinic of advertising experience.

J. Walter Thompson Company, 420 Lexington Ave., New York 17, N. Y. Twenty-two other fully staffed offices in strategic cities around the world.



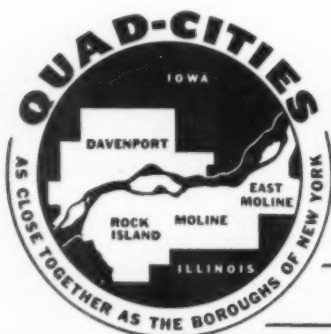
Prolific "Pop"

The population growth curve of metropolitan Quad-Cities resembles a water bug's view of the Cliffs of Dover . . . it's UP, and at a sharp angle.

Quad-Cities' population has more than doubled since 1930 . . . now exceeds 231,000 . . . the largest population market in Illinois and Iowa outside Chicago.

Combine Quad-Cities' SIZE with its buying power (effective buying income per family \$5,693) and you have a broad base on which to build volume sales.

Market statistics are from 1949 Sales Management Survey of Buying Power



WHBF

AM - FM

BASIC ABC

Leo Johnson, V. P. and Gen. Mgr.
Affiliate of Rock Island Argus

Avory-Kendall, Inc.
RADIO STATION REPRESENTATIVE

the acts, before anybody had bought a single box of popcorn or what-have-you, he'd yell: "Now, who *else* wants a package?"

NIT—"You say he's a go-getter?"

WIT—"No; I said he's a *goat*-getter."

I can't remember what Ed Streeter wrote between "Dere Mable" and "Father of the Bride," some 31 years apart; but he has lost none of his gusty humor. If anything, he improves with age, like Muscatel.

Tessie O'Paque thinks the Gaspé is the little wicket where you pay your gas-bill.

In some of these roadside eating-places where the juke-box is going full blast, even above the sound of the soup, I often wish there were some way to Stop The Music.

Neat title on an article in the New York *Herald Trib*: "College Boy Comes Home by Degrees."

I felt better after reading: "You are tougher than you think," in *The American Magazine* for October.

For years, the Newspaper Institute of America has been asking: "How do you *know* you can't write?" There's always an account-exec. to tell you, that's how.

Bouquet Dep't: In national magazines, a whisky says: "Let's give Old Thompson a hand!" Thanks, Fellas.

Guess it's his own idea, but a gasoline-dealer in Haddonfield, N. J., has painted "Lena" on the door of the girls' room and "Jake" on the boys'. What! No "John"?

The French National Tourist Office tells me to "Follow the sun to France," and Panagra Pan American tells me to "Follow the sun on the grand air-tour of South America." After following the sun to Florida in September, and having a bad time of it, I'm going to follow the *daughter* from here in, not the *sun*.

The boy who used to cross the reins on a team of horses now has a son who thinks it's very funny to switch street-signs at intersections.

Now you can *really*

COVER THE COUNTRY

Day and

Night with



and
Scotchlite *

R E F L E C T I V E S H E E T I N G

Now—for the first time—Highway Displays are an important, proved part of every soundly planned outdoor advertising program. National Advertising Co. has raised this effective, economical medium to true national stature by creating the only *truly national organization* devoted exclusively to the job of creating, installing and maintaining high-

way displays from coast to coast and from border to border. Add to this the proved day and night impact of "Scotchlite"* Reflective Sheeting and you have the smartest buy in all outdoors! Write, wire or 'phone for complete details on any highway display program—national or regional—anywhere in the country.

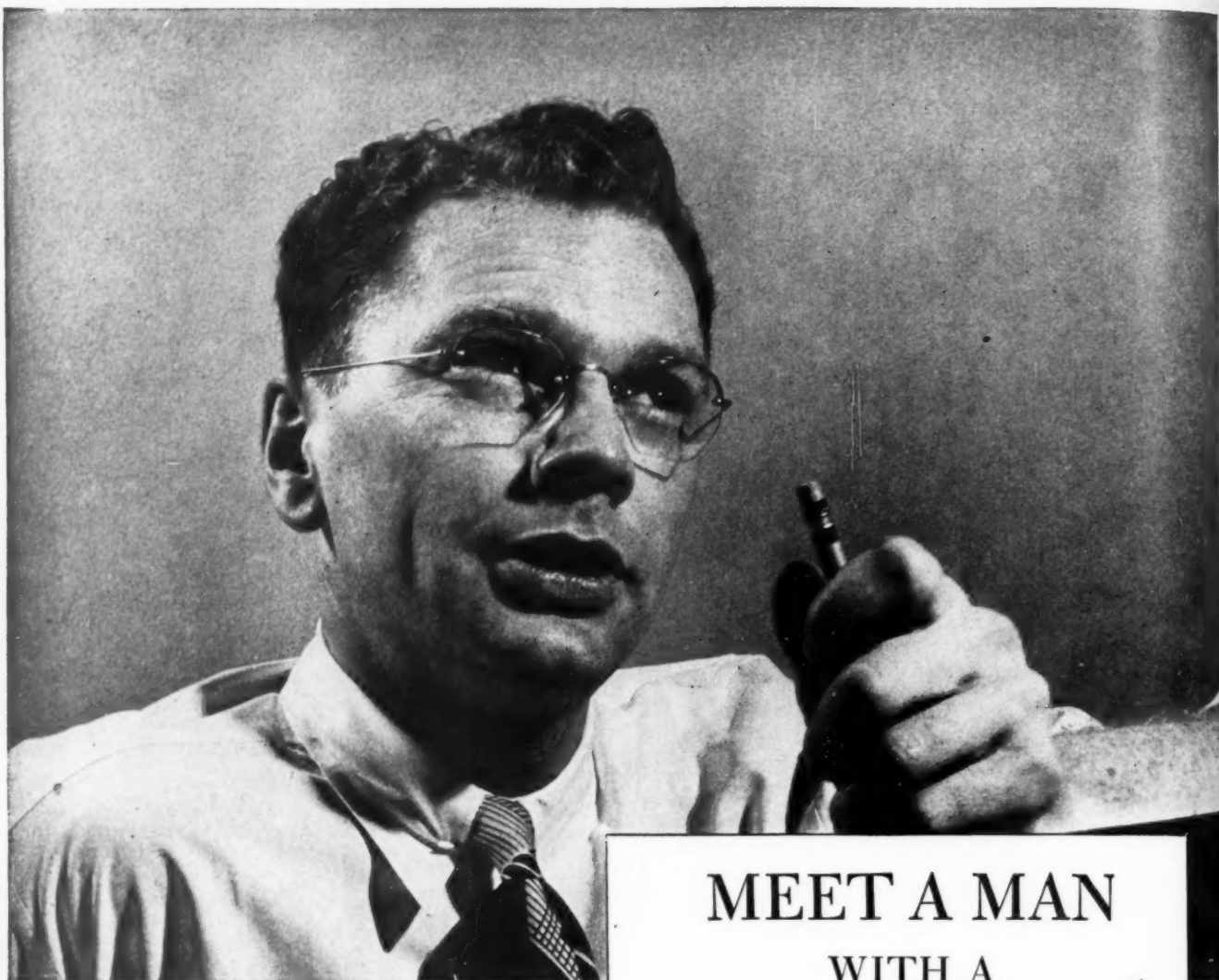


*Reg. Trademark of Minnesota
Mining & Mfg. Co., St. Paul, Minn.



National Advertising Co.

WAUKESHA, WISCONSIN



AN AUDIENCE REPORT

By

WADE H. NICHOLS

The New, Young Editor of Redbook

You who read magazines -- and you who place advertising in them -- may have noted a number of changes in Redbook. These changes are not a result of sudden decision. Rather they are a result of a realization that evolved slowly over a period of several years of intense reader research. This is a realization of the awesome and urgent need for a magazine to serve the self-interest of America's newest and most active adults.

There is in this country a generation so badly served by its time and so surrounded by turbulence and frightfulness

MEET A MAN WITH A

Young Idea!

that it is like no other. There is also a generation so honest in its awareness, so practical in its methods, and so hopeful in its ideals, that it is like no other. And these are one and the same.

This generation is made up of people who are young -- from 18 or 19 to about 37 or 38. Yet they are perhaps the most adult youngfolk of all time. They are the ones who matured after the end of the dreamtime that was the Twenties. They are the ones who found jobs, got married, had babies, built homes and generally made places for themselves -- either during the Depression or the War -- and since.

Redbook speaks in the voice and with

the words of this generation. For Redbook is addressed unequivocally to this particular, well-defined audience -- and to no other. Throughout the November issue you will find evidence that Redbook is edited specifically for its young-adult readers.

Redbook also speaks in the manner most certain to make the magazine deeply essential to its clearly identified audience. Its content is wholly characterized by "personal identification." May I explain that term?

Article coverage in Redbook is confined to subjects of close personal concern to individuals. In its efforts to interest, inform and inspire its integrated readership, Redbook ignores, for example, the cold, remote question of the Russians in Korea and the hot but impersonal squabbles in Washington. It offers, instead, articles of immediate and personal usefulness -- articles reflecting homely, altogether human self-interest. Let me add that these articles reflect as honest glass reflects in response to that persistent human demand, "Mirror, mirror, on the wall, who's most interesting of all?"

We are asked, "Is the demand for this kind of magazine real?" The public's answer is in. Newsstand circulation has gone up consistently. Total circulation is at an all-time high.

Redbook, now in its forty-seventh year, is also in the very hour of its greatest public acceptance. Redbook -- a great name when Ford was a verb with a small "f" and Lever a lowly crowbar -- is more than

ever a name to figure in the reckoning.

Is Redbook, finally, a thing you would want yourself? Well, if you are a reader included in the generation that is my own and for which I have a large love and respect, I think so. It contains the longest novel (45,000 words) anywhere incorporated in a mass magazine. Its stories include not simply those by the biggest "big names"

for which Redbook is so long-famous, but the best that new writers are creating. Its articles offer information on that toughest "how to do it" problem of all -- how to live a full, secure and satisfying life.

We are also asked, finally (and we are asking ourselves), if steps in the right direction have brought such success, how far can Redbook go? We believe, very far indeed.

About Mr. Nichols...

Wade H. Nichols, REDBOOK's new editor, is 34 years old, married, the father of two children. A graduate of Northwestern University (where he was editor of the *Daily Northwestern*) he entered journalism at \$18 per week. By 1943, at the age of 28, he had edited three magazines, adding 450,000 to the newsstand sale of the latest with his first five issues.

Starting Army service as a Signal Corps private, Nichols was later commissioned in Military Intelligence and attached to G-2 of the General Staff in Washington. Author of the War Department's basic orientation handbook, *Army Life*, he subsequently edited a secret Intelligence Summary whose "controlled circulation" included only the General Staff and Joint Chiefs of Staff!

After 1946 Nichols contributed articles to leading magazines before assuming the editorship he relinquished to join REDBOOK.

Long-time practitioner of what he calls "personal identification" in magazines, he is himself identified with the audience of REDBOOK as a member and student of today's young-adult generation.

Wade H. Nichols

EDITOR-IN-CHIEF



REDBOOK

Serving the self-interest of Young Adults!

NOVEMBER

DECEMBER 1, 1949

the Big 10



... ten distinctive advantages


**that set Capper's Farmer apart
from all other farm magazines!**

- 1. Largest rural publisher in America.**
- 2. Richest farm market in the world**
- 3. Best coverage buy**
- 4. Quality circulation**
- 5. No mass small-town circulation**
- 6. Farm-tested editorial material**
- 7. Reader confidence**
- 8. Merchandised editorial content**
- 9. Market dominated by farmers**
- 10. Most quoted farm magazine**

No other farm magazine has them all . . . not one!

only Capper's Farmer

Topeka, Kansas



The **Elks** market for HOME EQUIPMENT

Over 970,000 men of substance and character are Elks.

These readers of The Elks Magazine want and are able to buy substantial comforts and conveniences.

68.9% own their homes.

With a median annual combined family income of \$5,472.33, they are financially able to buy your home equipment.

YOU'LL SELL IT...IF YOU TELL IT IN



ADVERTISING LEADERSHIP

Sometimes proof of superiority comes slowly amidst the claims and counterclaims of our modern competitive system.

However, come it does, and today proof is available that Jessie DeBoth, by "sticking to her last" has developed in Jessie's Notebook

- 1 the greatest and best coverage of America's markets in one unit of circulation;
- 2 the greatest number of "Read Most" readers per dollar spent;
- 3 the highest comparative coupon return;
- 4 a copy approach that both serves and sells abundantly well;
- 5 a merchandising value that is rapidly becoming unbeatable—neighborhood advertising on a national scale.

Want to hear the whole story?

Phone, write or wire.

JESSIE'S Notebook
by JESSIE DE BOTH

NEW YORK
CHICAGO LOS ANGELES
SAN FRANCISCO SEATTLE

WASHINGTON BULLETIN BOARD

WHITE HOUSE

► Some time ago, President Truman told a press conference that the 1950 Congress would have to raise several additional billions in taxes. It was a matter of balancing the budget. That statement seemed to destroy valid hopes of reducing war-time excises.

But a President's statements to press conferences fall into two classes: those prepared in advance and made in reply to planted questions; those given off-the-cuff. The idea of raising taxes was off-the-cuff. It is not Administration policy as developed in the Departments and agencies.

Treasury experts feel that total revenues should be kept about where they are. However, they favor some shifts. Some of the wartime excises, notably the tax on freight and perhaps some others, would be reduced. The rate on corporate income would be raised to make up the loss.

This is not yet official policy. In testifying before a Congressional committee on budget policy, Secretary Snyder merely said that the amount of surplus or deficit, as the case may be, should be left to administrative judgment.

The Economic Council economists seem to favor coasting along—possibly, however, cutting some of the excises. They do not recommend the tax rise President Truman had been talking about.

Of course, it is the President who in the end decides these things. He may have been talking deliberately when he addressed the press conference. But, he certainly was not talking the line of his staff advisors.

GENERAL SERVICES

► Revisions of Government buying methods have been in the works for more than a month. The new forms, among other things, are designed to focus attention on the use of intermediaries. There are additional changes, supposedly in the interest of small business:

1. The agencies are to be prodded to revise their specifications and, more important, their methods of fixing the specs. As far as possible, specs are not to be written around patented processes, big manufacturers, exclusively manufactured products, etc. Just how they will be drawn has not yet been made clear.

2. All Government consumption in a given region is to consist, as far as possible, of purchases in the region. Procurement men will let out bids to cover local demand. However, they will accept offers from companies outside the region.

3. When bids are identical, the order is to go to the smallest producer—always allowing that there is no clear reason why it should not. The military buyers now toss a coin; Jess Larson who bosses civilian buying is trying to persuade them to prefer the smaller concerns.

4. An appeal system for salesmen with grievances is being developed. How it would work is foggy. You couldn't, obviously, allow an appeal to everybody who fails to make a sale.

FEDERAL TRADE COMMISSION

► Horlick's Corp. had been charged with unlawful discrimination in their sales of private brand malted milk to McKesson & Robbins and to Rexall Drug at prices below those of the branded product.

The defense, like those already put in by United States Rubber Co. and Goodyear Tire & Rubber Co., says that the private brands are cheaper to deliver. Advertising and other expenses are allocated to the brand-name price.

Moreover, the private brand is offered to whoever wants it. Aggressive wholesalers can offer their own private brands, which, it is said, promotes competition.

The claim that Horlick's requires exclusive-dealing contracts is denied. Dealers sell competing lines. Users of private brands also sell the branded product.

The issue will probably be decided in the U. S. Rubber case, on which there is a complete trial record.

► The Commission's negotiations with U. S. Steel looking toward an agreement on freight absorption will probably go along through the rest of the year.

U. S. Steel made this proposal: Each plant will quote prices and will bill from that plant. Buyers will have the right to take delivery FOB mill, shipping at their own pleasure. However, the company will have the right to absorb freight in order to meet the prices of its competitors.

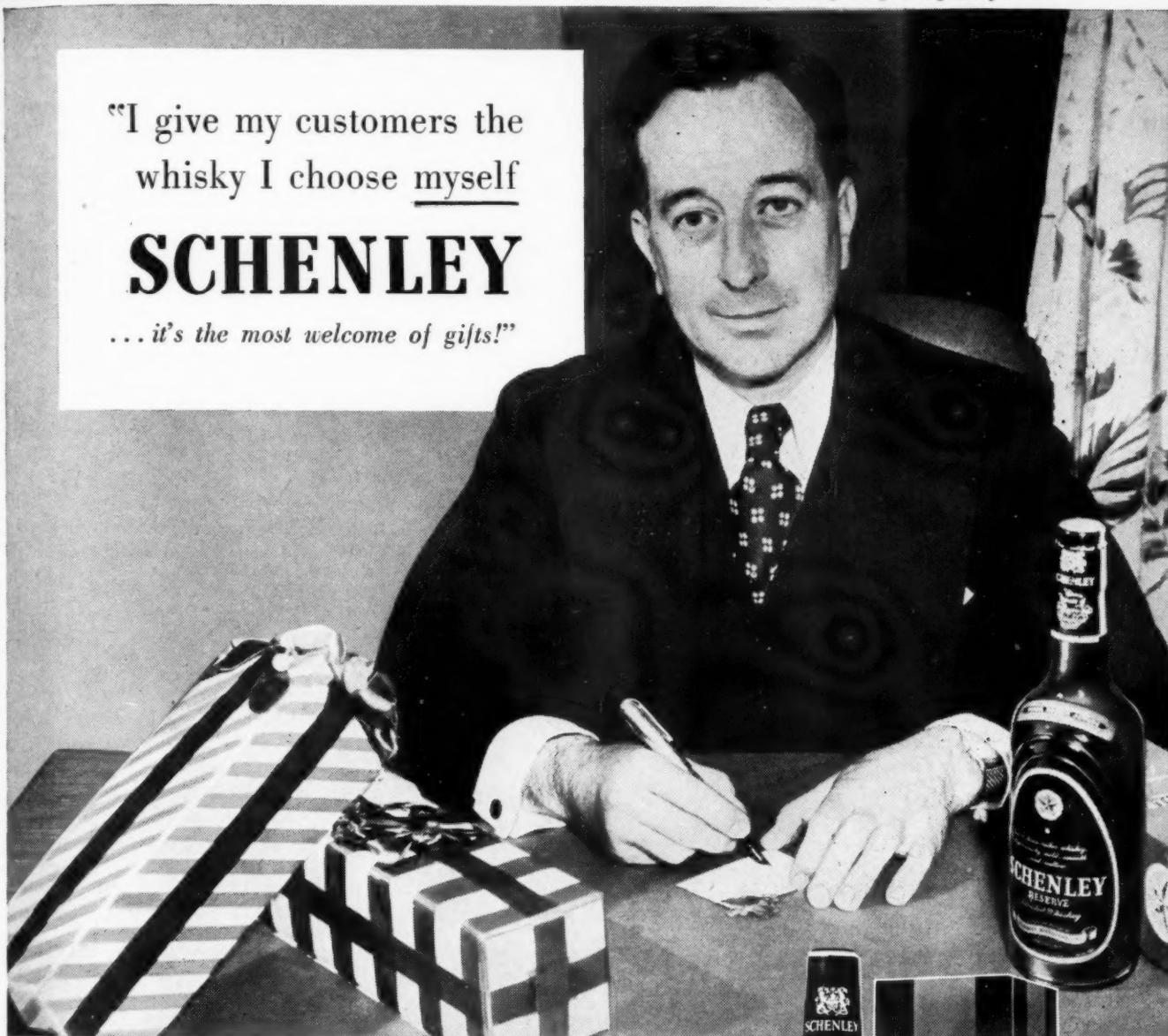
SALES MANAGEMENT

FEN DOSCHER, Pres. Sales Executives Club, V.P. of Sales, Lily-Tulip Cup Corp., says:

"I give my customers the
whisky I choose myself

SCHENLEY

... it's the most welcome of gifts!"



Add prestige to your holiday giving and entertaining. Choose Schenley for your business associates, employees and friends. Everyone welcomes a gift of fine liquor . . . and there's no finer name in whisky than Schenley. What's more, you're always *right* with Schenley. You *can't* make a mistake! So . . . for your own personal enjoyment, for smart entertaining, and for the finest in holiday giving . . . order Schenley today! Just call your package store. It's *that* easy!

A Schenley Mark



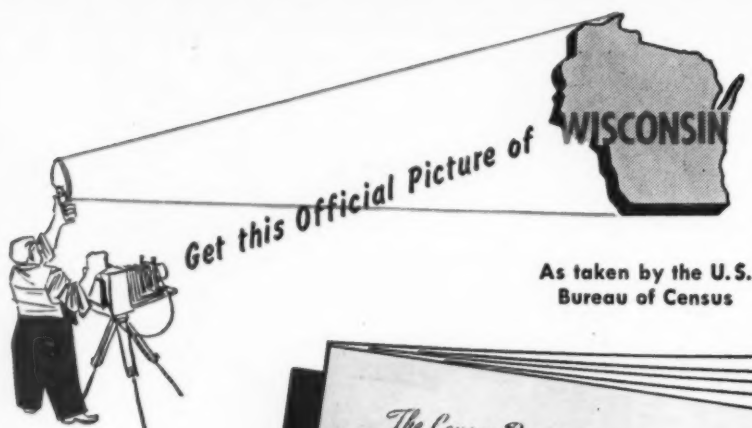
of Merit Whisky



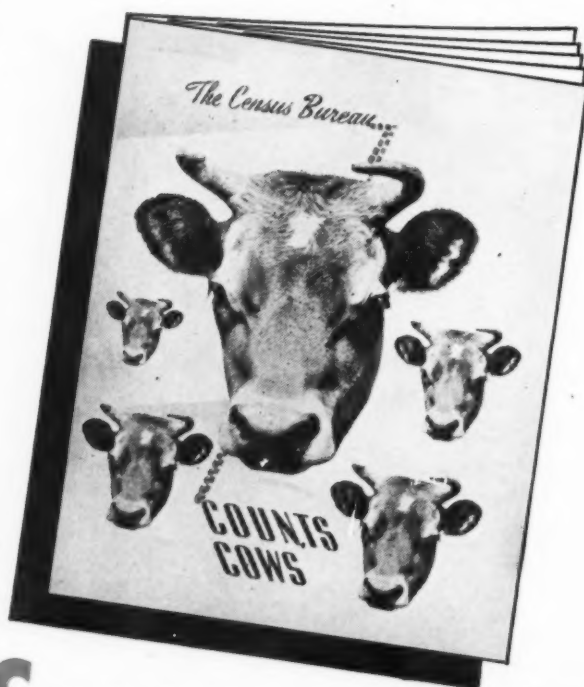
ENJOY RICHER, FINER TASTE FROM SCHENLEY THE HOUSE OF AGED WHISKIES

RARE BLENDED WHISKY 86 PROOF. THE STRAIGHT WHISKIES IN THIS PRODUCT ARE 5 YEARS OR MORE OLD. 35% STRAIGHT WHISKY. 65% GRAIN NEUTRAL SPIRITS. SCHENLEY DIST., INC., N. Y. C.

DECEMBER 1, 1949



24 PAGES OF
DAIRY AND FARM
INFORMATION



FACTS to help you select and sell America's Greatest Dairy Farmers

Answers to Questions Such as These

How many milking machines are owned by Wisconsin Ag farmers compared to the average U. S. farmer?

What's the potential for future milking machine sales?

How do Wisconsin Ag farmers compare with average U. S. farmers in income from all farm sources?

How many Wisconsin Ag farms next to a high-line have running water?

NOTE: Records for individual farms and farmers were not made available to Wisconsin Agriculturist and Farmer, nor to anyone else, since the Census Bureau is prohibited by law from disclosing information relating to any individual farm or farmer.

Would you like an exact statistical picture of Wisconsin farmers you'd like to sell? Would you like to know how they add up in the number of cows they milk, the bushels of grain they grow, cost of feed bought, number of cars and trucks owned, percent of farms equipped with electricity? All this information plus a good deal more has been gathered for you in a special study made by the U. S. Bureau of the Census. All work was done by Census Bureau personnel at the expense of Wisconsin Agriculturist. Resulting facts and figures will help you plan better to sell the rich, progressive Wisconsin farm market; will tell you in detail about Wisconsin Ag farmers, their families, their business, their income. Copies of this free, 24 page book are limited—be sure to get yours early. Send name and address on coupon below.

WISCONSIN AGRICULTURIST & FARMER Racine, Wisconsin • Dante M. Pierce, Publisher

Wisconsin Agriculturist and Farmer, Racine, Wisconsin 1-1-5

Gentlemen: Please send me your new booklet giving a Census Bureau picture of Wisconsin's top farm market.

NAME _____

ADDRESS _____

CITY _____



Among the FTC lawyers, there are divided opinions. Those directly negotiating favor the idea. Those who handled the Cement case, and who favor regional markets, oppose it. The Commission itself has not yet received the proposal or the staff recommendations.

► A Circuit Court some time ago told Standard Oil of Indiana that its special discounts to wholesalers were illegal, even though they were made to meet competition. Meeting competition is no defense if FTC can show that your price has hurt somebody.

The Department of Justice has joined with Standard in asking a review of all this by the Supreme Court. The Justice plea said the issue is important and should be settled.

Meanwhile, the basing-point bill, which has passed the House, among other things, cancels the Standard Oil decision. If the Senate passes and the President signs it, Supreme Court action won't be necessary.

REVENUE BUREAU

► For several months, several agencies and especially the Bureau of Internal Revenue, have been checking income statistics based on tax returns with Department of Commerce estimates. Commerce figures are much higher. The study is interesting to market analysts since it may in time provide a guide as to how reliable the Government figures are.

Anybody comparing the Treasury's "Statistics of Income for 1946," published a few months ago, with Commerce's "National Income Number" of the Survey of Current Business will probably get an accurate impression of what the Government men are looking for.

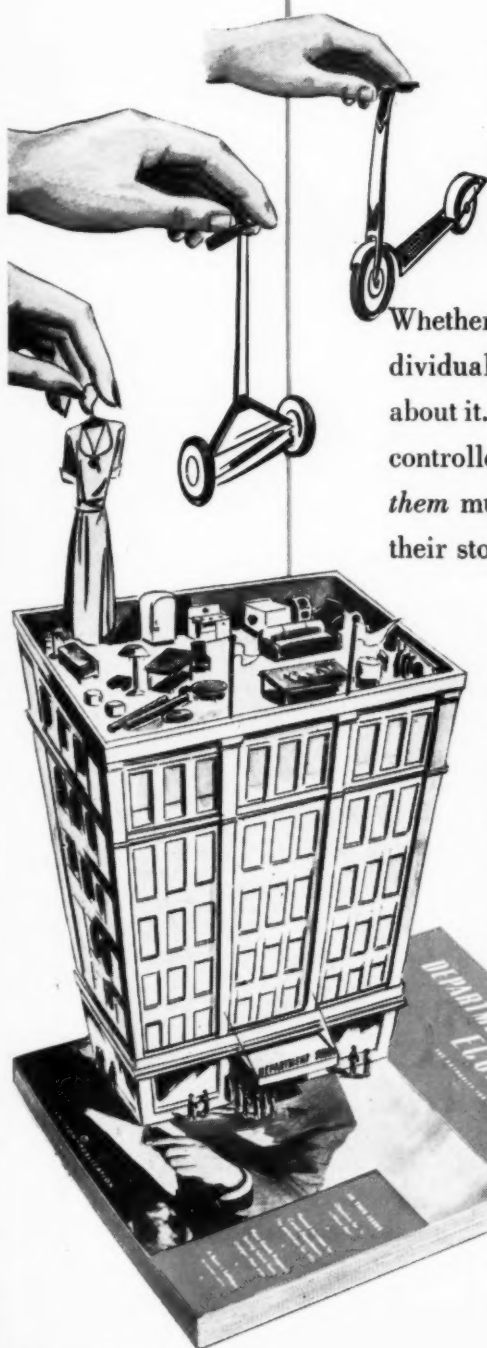
Figures on wage income in the separate estimates are pretty close—perhaps because of the withdrawal tax. Dividend and interest income show high discrepancies. Maybe people, perhaps, don't report savings bank accumulations; maybe exemptions will account for much of the difference. The biggest gap is in income including business, farm and professional profits.

This suggests that Commerce state-by-state tabulations are most reliable for states with high proportions of wage income, least reliable where proportions for other sources are high. Whether the suggestion is accurate will in time be determined by the research now under way.

For Government, of course, research may become a guide to the posting of enforcement men.

TODAY'S department store sells
practically every consumer product

Will you sell your share in 1950?



From housewares to hairpins, diamonds to diapers, mattresses to mousetraps — the products America needs are all sold profitably and effectively through department stores. With annual sales exceeding 13 billion dollars, they offer the third largest retail market in America — exceeded only by the food and automotive markets.

Whether they stock, push and sell *your* product depends on the individual merchants. That, in turn, depends on how much they know about it. From the key buyers to the store head, merchandise manager, controller and the advertising, display and training directors — *all of them* must know and support your product if it is to move through their stores.

Whether your problem is one of widening distribution or moving merchandise already on the shelves — the best way to enlist store-wide support is through regular, forceful advertising in Department Store Economist — the publication that is a vital part of the business education of 25,812 members of the management teams in 7,298 department and departmentalized stores.

THE authority for the ENTIRE store
DEPARTMENT STORE
ECONOMIST

A Chilton  Publication CCA 30,000 copies

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FOIL **BOX** BOOSTS **TOY** SALES



*The striking Foil Carton
for Constellation model airplanes
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Toys, just as do cosmetics, foods, hardware,
and hundreds of other products, depend heavily
on impulse buying. And here is where Foil Cartons
outshine every other packaging material.
Their light-reflecting surface attracts the eye, holds attention
... clinches sales. Every day more products are packaged
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on crowded shelves and counters? Does it stop
the shopper's roaming eye? Does it outsell competition?
It will in Foil Cartons. Let us show you how.



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Gift-laden St. Nick is apt to find himself the target for any number of ingenious combinations devised to separate him from his treasures. Advertisers will find only one RIGHT COMBINATION to reach the tremendous billion and one-half dollar potential of the Memphis Market . . . the two Memphis newspapers (316,498*) with an optional daily combination rate savings of 13c per line.

**ABC Publishers' Statement 3-31-49*

MEMPHIS PRESS-SCIMITAR

THE COMMERCIAL APPEAL

his
"beat"
is
as
big
as
all-
outdoors



KENDRICK KIMBALL

*Outdoor Editor of
The Detroit News*



MICHIGAN is a great state for outdoor sportsmen, second only to more-populous California. In 1948, Michigan issued 1,108,510 resident licenses and 281,825 non-resident licenses for fishing . . . 819,406 licenses for hunting. This is the vast audience that Outdoor Editor Kendrick Kimball reaches through his interesting, news-filled Outdoor Pages daily in The Detroit News.

If you have a story to tell the men in this wealthy Detroit market, tell it in the outdoor pages of The News. That's your most effective, most economical way of selling the sportsmen who have the most money to spend.



Owners and Operators of Radio Stations W W J, W W J-FM, W W J-TV

NATIONAL REPRESENTATIVES: DAN A. CARROLL, 110 E. 42ND ST., NEW YORK 17 - THE JOHN E. LUTZ CO. TRIBUNE TOWER, CHICAGO 11

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the period ending December 1, 1949

BIGGER SALES BUDGETS NEEDED

We believe that business activity for the first half of 1950 will be at about the same level as prevailed for the same period this year, and that quotas should be set accordingly. Whether budgets for sales and advertising should be increased is a problem for individual consideration.

Unfortunately, there is no way of measuring accurately our total sales expenditures and plotting them against sales income. We do know that in the past decade the dollar volume of business transactions has more than *trebled*. We doubt that sales expense has increased correspondingly. The stray data available on number of salesmen employed do not indicate any great expansion, (after a big reduction during the war years we are probably back about where we were in 1939) and salesmen's salaries and expenses, the outlays for sales aids, haven't trebled as has the volume of sales dollars. Therefore it seems reasonable to deduce that total sales expense, as a percentage of sales volume, has declined.

That definitely is true of one element of sales expense: advertising. In 1939 we invested around 4 cents of the retail sales dollar on advertising, but today the average is less than 3 cents.

In view of increased productive capacity, the filling up of trade pipe lines, the satisfaction of so much of the consumer's pent-up wants, can distribution carry the load with a *reduced* percentage spent on marketing?

Manufacturing costs in general are likely to decline because of increases in efficiency and output per worker, traceable to a more favorable labor market and the installation of improved machinery. Slightly lower costs of materials help, too.

Part of this saving in production costs might reasonably be plowed *back* into building for the future by stepping up the size of the sales force and expanding the advertising.

But to get an increased selling-advertising budget may be the sales executive's greatest and most difficult sale and will call for thought and care in planning. Suppose he feels that the marketing budget should be increased by \$500,000. That's a lot of money to any company, and on the board there are men whose background is law, production, finance. They will argue that times are uncertain, that cash should be conserved. A glib oral presentation of the need for an extra half-million may not swing them over.

If the sales executive were trying to sell a *machine* priced at \$500,000, he would make a careful presentation to the prospect, with charts and blueprints showing how quickly the investment would pay off.

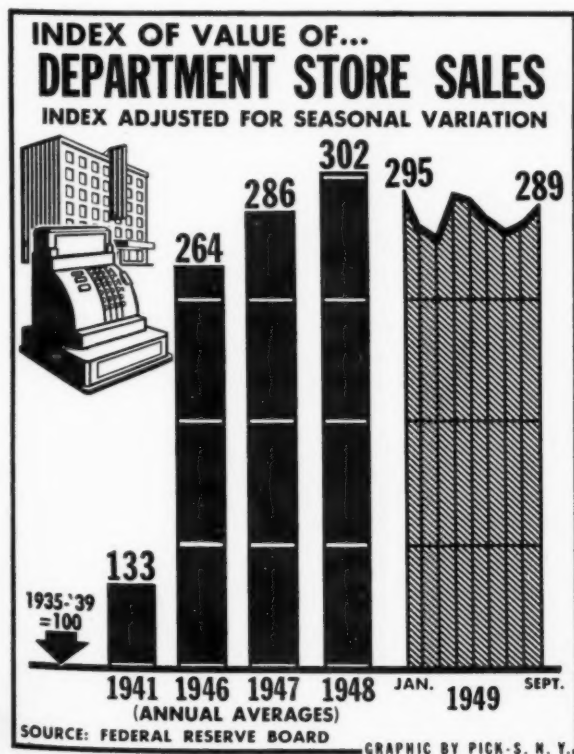
The same type of presentation is likely to be needed to sell an amplified sales budget if required votes are held by non-salesminded executives.

THE VANISHING DIME STORE

The present trend toward adding lines which heretofore "belonged" to other types of retail stores, is exemplified in the new Woolworth store in Houston. This newest and largest of the company's 2,770 stores is a three-floor unit where 40,000 different items are displayed in 63,000 square feet of floor space and more than a mile of counters. According to the correspondent of *The Wall Street Journal*, there are arrayed for sale bicycles priced at \$39.95, record players for \$22.00, and luggage sets at \$20.00.

It used to be that all such stores of this type were "cash and carry," but this Houston Woolworth store offers free delivery within Houston city limits of all purchases costing \$5.00 or more. It also has an accommodation desk to handle "lay-away" purchases on the installment basis.

The expansion tendency in retail stores, especially those of the "super" variety, represents a problem to sales planners who try to analyze their current distribution and to set quotas for the future. Their chief distribution source may be drug stores, for example, but they know that today there are drug departments in most of the super markets and the variety chains but it's almost impossible to get reliable estimates on volume handled by such units. The Bureau of the Census doesn't offer any help in old censuses or the one being tabulated now, for their breakdown is not



by commodities but by types of stores, and the super market to them is "combination meat and groceries" with no allowance made for drugs, hardware, books and magazines, and the many other non-food items.

CONSUMER FINANCES

The continuing study of consumer finances made by the Federal Reserve Board shows that of the Nation's consumer spending units (all persons living in the same dwelling and belonging to the same family who pooled their incomes to meet their major expenses):

- 1 in 12 owns stock in corporations open to investment by the general public.
- 1 in 11 has an interest in a non-farm incorporated business or privately held corporation.
- 3 out of every 4 report that at least one member carries life insurance.
- 1 in every 2 (45 in 100) owns the home or farm where they live.
- 1 in every 6 owns real estate other than their owner-occupied home or farm.

In July of this year, despite considerable unemployment and plenty of scare headlines about a recession, the consumer attitude toward the future was far from pessimistic.

(Percentage distribution of all spending units)

Own Income	July 1949	July 1948	July 1947
Income will be larger	23	26	23
About the same	41	42	49
Smaller	18	8	8
Uncertain	17	22	18
Not ascertained	1	2	2

General Economic Outlook

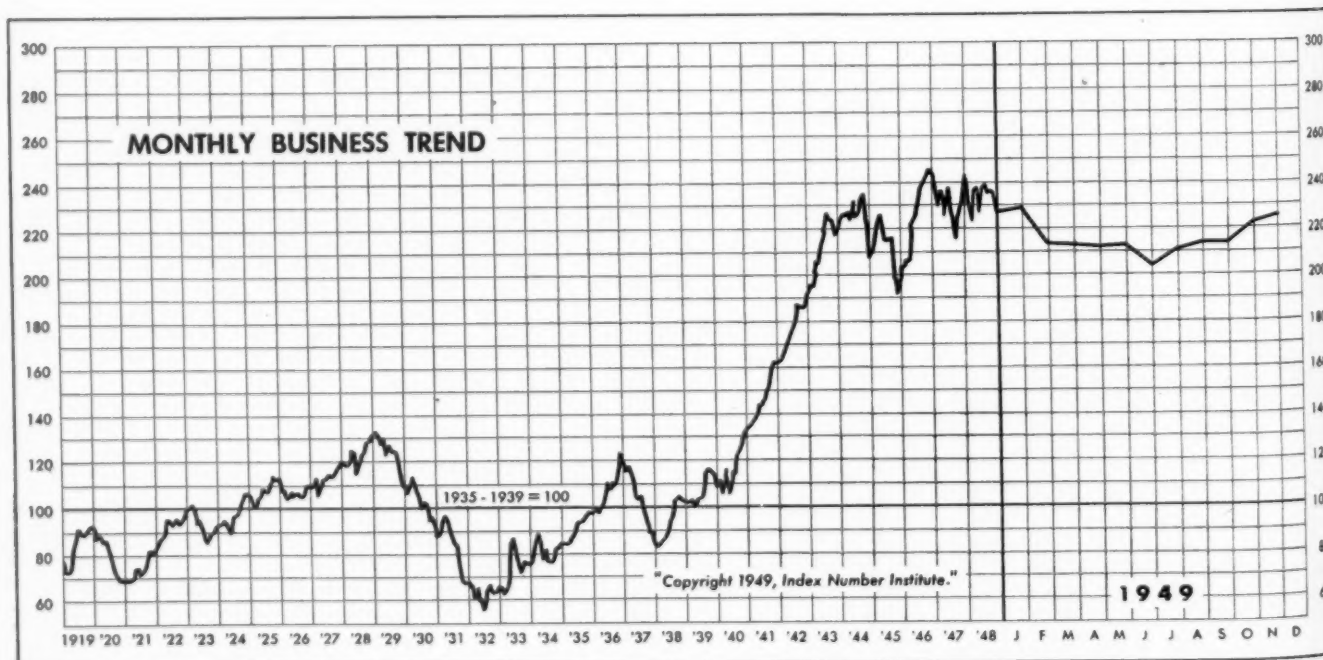
	July 1949	July 1948	July 1947
Good times ahead	38	41	50
Middle position	15	10	13
Bad times ahead	31	30	34
Uncertain	14	16	—
Not ascertained	2	3	3

DEPT. OF USELESS INFORMATION

Between 1940 and 1947 the reproduction rate of women college graduates increased 81% as compared to an increase of only 29% for women who had completed only five years of grade school. This is something new in birth rates, but the trend will have to continue for a much longer time if the size of families of the more highly educated is to equal that of the poorly educated. The replacement rate of women with less than five years of schooling was still 87% higher in 1947 than that of college graduates—but in 1940 it was 165% higher, so we are informed by the Population Reference Bureau.

If every adult in the United States consumes his share of cigarettes in 1949, each man and woman will have smoked 3,400 cigarettes by New Year's Day, or about 170 packs. This figure includes non-smokers. Cigarette smoking has doubled over the five-year period just before the war. To any of you who may be thinking of swearing off, this figure of 3,400 cigarettes may be startling.

PHILIP SALISBURY
Editor



In October, 1949 the Business Trend increased 9 points from the preceding month's figure to 222, its highest level since January. Gains in business spending and new orders accounted for the rise.

A further increase in business spending together with a moderate decline in new orders indicates a 3 point increase in the Business Trend to about 225 in November.

What Do Purchasing Agents Want From Salesmen?

BY CHARLES E. COLVIN, JR.

Manager of Purchases, Ethyl Corp.

It's the role of industrial purchasing agents to fill wants for requisitioners. Above all else they want buying information at their fingertips and frequent reports on the status of their orders. Do you train salesmen in how to sell the P. A.?

Salesmen are nice people. It is a genuine pleasure to talk with a person trained to be mentally alert, courteous, expressive and on his best behavior. But this is not written to extol the virtues of salesmen. It is written to voice an opinion that the salesman's approach which is apt and effective in influencing an actual user of a product is not always the best way to develop the sale with the user's purchasing agent.

The cardinal rule of selling is to convince the prospect how the product can satisfy some want that he has. It is not easy to discover his want, particularly if it be an unconscious one. The first step is to search for it. Let's see what the purchasing agent wants.

Satisfy Customer

First of all, he wants to satisfy a requisitioner. He does not "want" your product per se. He wants to deliver it to his requisitioner and to deliver it precisely at the time the requisitioner has a need for it. Second, he wants to satisfy his management that he is getting the best value available for his money and doing so in scrupulously fair dealings. He does not want much else—except to accomplish that dependably and expeditiously.

How does the industrial purchasing agent operate to accomplish these objectives?

Let's take a broad look at one purchasing department, which may or may not be typical but certainly is illustrative. Analysis shows: First, some two dozen major raw and process materials costing many millions of dollars annually are purchased largely on the basis of long-term contracts negotiated by top-level management negotiation. These big-money items receive thorough attention; there is little point here in elaborating on the particular problems

they represent. What concerns the purchasing agent instead is the some 34,000 items purchased from some 1,500 sources, by six purchasing agents, each placing an average of 12 orders per day, averaging nine items per order, totaling nearly five million dollars annually. These are largely repeat orders placed frequently.

In this particular purchasing department, therefore, the purchasing agent buys about 100 items totaling some \$3,000 each working day. His first intimation of the need to make a purchase, generally, is when the requisition arrives on his desk. The requisition may come from any one of perhaps a hundred requisitioners. Let's see what the purchasing agent has to do to handle this requisition. He negotiates the purchase, of course, but in addition, it is his responsibility to see that it is delivered on time and paid for in accordance with his purchase agreement. Furthermore, he is expected to handle each phase of his transaction the same day, never letting the sun go down on any development reaching his desk—or allowing his requisitioner or his supplier to let the transaction lag.

Seven Steps

A closer look at just a simple purchase shows several distinct steps:

1. Study of the requisition to understand what the requisitioner wants, why he wants it, when he has to have it, and the degree of latitude he can tolerate in the event any other kind of product or make would be a better buy.

2. Study of potential sources to determine who might be in position to supply either the item itself or some satisfactory alternative—within the time specified for delivery.

3. Inquiry to potential sources to obtain definitive information on price, specifications, availability, f.o.b. and

discount terms, and delivery routing.

4. Choice of supplier and writing the order.

5. Following the status of the order to actual delivery, keeping requisitioner advised when it will be delivered and taking appropriate action in event of changes in delivery prospect.

6. Handling details of wrong deliveries, damaged deliveries, errors in billing, and all the other mistakes that can and do happen.

It is not at all difficult to list 40 significant questions the purchasing agent must have an answer to in even a simple transaction: Forty questions per item on an average of 100 items per day! And all the time he has for all these answers, to say nothing of his interviews and complementing duties, is 480 minutes in his working day. His job sounds impossible despite the patent fact that it gets done by dint of his backlog of knowledge and experience furnishing ready answers to the greater bulk of his questions.

Key Pieces to Jig-saw

There are three other key pieces to this jig-saw:

1. It is a literal impossibility for the industrial purchasing agent to buy anything from anyone unless and until he has a bona fide purchase requisition at hand to fill. There is nothing the salesman can say, no argument he can bring to bear to alter that fact.

2. The odds are astronomical against the salesman being so fortunate as to call on the purchasing agent at a time when he has a requisition at hand, authorizing him to buy. No salesman should ever expect to walk in and make a sale; he should never be "disappointed" when he does not. Instead, his objective should be to pave the way for a sale when the sale becomes possible.

3. The purchasing agent is not spending his own money. He has no right in good conscience to allow his personal likes and dislikes to determine whom he favors. Those salesmen who depend on glad-handing and overwhelming personality, the dynamic "convincers," are sadly handicapped. Those who sense their failure with the purchasing department and

concentrate on requisitioners probably fare worse. It would be most interesting to see some factual data, if such were available, indicating the proportion of business the salesman gets *in spite* of his efforts to that developed as a *result* of his influence.

There is a sales approach, or plan, or method that could be of tremendous influence. Unfortunately, the individual salesman rarely can employ it effectively within the scope of his own effort and authority—it depends so largely on his organizational backing and service performance. Unfortunately, too, the individual sales-

man seldom wants to employ it because it requires considerable effort and thought. But for the sake of academic interest, let's sketch the purchasing agent's picture of the ideal approach by the salesman.

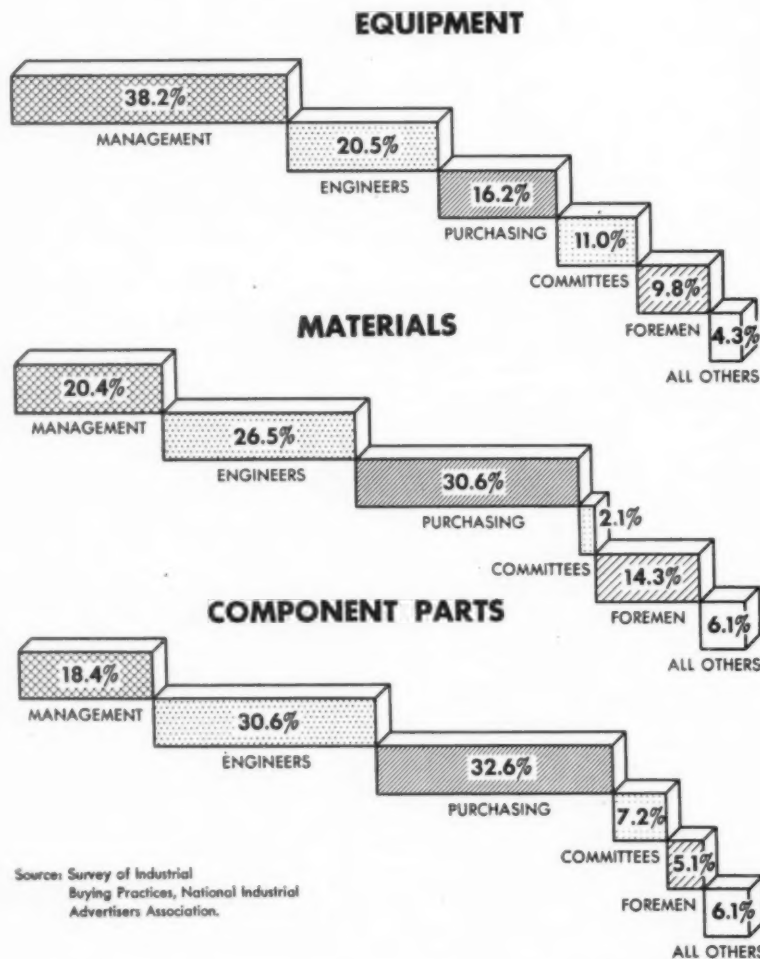
The first requirement is for the salesman to leave with the purchasing agent a well-prepared, written presentation listing the products he sells, specifications and applications, his prices or price basis, his firm's credit and f.o.b. terms, delivery details, required delivery timing, addresses of offices and plants, and names of individuals to telephone for expediting

or rush handling. All of this should be suitably put together so the purchasing agent can refer to it on instant notice when he receives an applicable requisition. Obviously, all information should be kept up-to-date—in the same easy-to-use way.

This presentation need not be fancy but it should be complete. It should answer every question posed by the buyer's purchase order—and should do so without having to wade through a mire of superfluous advertising verbiage. The salesman should be prepared to furnish as many copies of this material as the purchasing agent wants for the purpose of requesting his potential requisitioners to consider the possible applications.

While the Prospect is Deciding Which Make.... Who Calls in YOUR Salesman?

FUNCTIONS OF MEN
WHO SELECT SALESMEN TO BE CALLED IN
(By type of product)



CAN YOU AFFORD TO IGNORE THE P. A.? The industrial purchasing agent does not "want" your product per se. You can not sell him anything until he has his requisition. But salesmen can pave the way to be called in by explaining how they supply buying information quickly and how they can work with users in the plant.

What to Promise

The second requirement is that the salesman make a statement to the purchasing agent—a simple statement but one which his entire sales organization must be attuned to fulfilling dependably: "The next time you are in need of this item, I would appreciate your sending me a quotation request. I can promise you two things:

1. We will quote you the same day, giving our price and terms fully and furnishing an absolutely reliable delivery date.
2. If favored with the order, you can depend on us to furnish immediate rectification of any error, immediate technical service if required, and immediate delivery of replacement parts from stock for as long as you can use the item. You need have no fear that our office will procrastinate in correspondence replies or that our service departments will lose sight of our obligation to maintain adequate repair stocks.

The third step is also a simple statement: "I would appreciate your arranging for me to talk with each person who uses our line in the plant so that I can better determine and suggest its range of possible applications and furnish you with factual data of advantage to you."

The fourth and final essential in this sales plan is for the salesman, calling at appropriate intervals, to be armed with an up-to-date, exact status report on all open orders placed with his company.

Each of those four essentials gives the purchasing agent something that he wants, something he needs to do his job. The sales approach generally used, however, concentrates on "selling" the P.A. on how good the product is, important customers who use it, beautiful pictures of the plant where it is made, and other generalities equally uninteresting to the P.A.

HIGH OCTANE PURCHASER . . . not that C. E. Colvin, who penned the lead article on page 37 of this issue, buys octane. Where he works—the Ethyl Corporation's huge Baton Rouge plant—anti-knock compound is made. Baton Rouge Ethyl employs 3,300 people. Mr. Colvin is manager of purchases. A southerner, he received his B. S. degree in mechanical engineering from the University of Kentucky in 1930, went to work for Standard Oil as a student engineer. Then he spent five years as an Ethyl field representative in sales promotion. He's been at Baton Rouge since 1941, was manager of the Production Planning Section before he took over purchasing.



In conclusion, it might be worth while to review the above four requirements to see why they are the particular four of interest to the industrial purchasing agent. The first one, ordering data, is personal service to the P.A. He has to get it somewhere before he can write an order—and he has but little time at his disposal to dig it out piece-by-piece. Why not give it to him so that he has it on tap for his preliminary review of the requisition when he is selecting the source of supply.

The second point, when the salesman asks to be remembered to make a bid and promises immediate replies, serves two purposes: It gives the purchasing agent confidence that your basis of doing business is competitively fair and your dealings are reliably prompt. Both are important. Promptness in reply again because the P.A. works against a demanding deadline and has no time to waste while clerical staffs fumble the paper. Competitive fairness because it is a major obligation of purchasing agents to place their orders with the vendor offering the best buy.

Our entire free competitive enterprise system is founded on the premise that he who gives you the most value for your money deserves the business. The purchasing agent is charged by his management to follow that policy in committing his firm's purchases. He is told to buy where he gets the most in combined quality, service and price. Oftentimes specification differences are indistinguishable and with two, four or six suppliers doing everything possible to court favor by rendering service, the equation simpli-

fies to price alone, and when prices are also equal, human nature takes over. Where is it easiest to buy? Whom do we like best? Why not spread it around, share and share alike? In effect, nevertheless, the quotation request says: "Gentlemen, you have asked for some of our business. We are now in the market and would be pleased to consider your offer." Most purchasing agents would be inclined to hope that those salesmen who ask for more than that, who in reality want more than fairness, would quit calling.

Over the P.A.'s Head

The third principle bridges a gap most difficult for both the P.A. and the salesman. This is the helpfulness of direct personal contact between the vendor's salesman and the people in the plant who use the product. Properly done, the purchasing agent knows that his company is putting his purchases to the best use. He has actual data to back up his transaction. The salesman not only sells his product, but he gives the purchasing agent confidence he has made the right choice. The salesman's work in the plant likewise is highly beneficial to the personnel who use the product. Any salesman can appreciate the tremendous advantage he gains in building good-will and future sales.

The final point is the one most generally neglected: providing the supplier service to keeping the customer informed on the status of orders not yet delivered. The most burdensome and thankless chore of the purchasing agent's job is follow-up and keeping

his requisitioners informed on delivery status. There is nothing more appreciated by the P.A. than a supplier or supplier representative thoughtful enough to follow through on an order already placed before sticking out his paw for the next one.

One actual comprehensive survey of three months of orders for replacement repair parts for installed process equipment will serve to emphasize both the importance of this latter point and the degree of the neglect. Of 203 such orders placed with 14 companies, only 50 or 25%, were delivered from stock—that is, within four weeks; 49, or 24%, required 4 to 8 weeks; 104, or 51%, exceeded 8 weeks, averaging 17. Less than 30% of all those orders were acknowledged with reliable delivery dates; 40% of follow-up messages were ignored. All this from supplier offices. In not one case could it be ascertained or remembered that a sales representative voluntarily reported on the status of an open order.

Thoughtful review of those figures might raise the suspicion in some minds that effective salesmanship was either entirely missing or misdirected. It might suggest to some that a sales vacuum exists; that a few really effective sales organizations might arise to garner quickly a sizeable share of the market; that the competition represented by the present general run of salesmen is not much to be feared by any enterprising youngster who thinks through his job clearly enough to pave the way intelligently for orders from the industrial purchasing agents in his territory.



GUY GILLETTE

GEZUNDHEIT! . . . Don't just stand there commiserating with the sneezer. Give him an Inhiston tablet, urges Henry J. Norman, the multi-lingual sales manager for Union Pharmaceutical Company, manufacturers of the new wonder drug. Inhiston—you've seen it advertised, full-page, in newspapers, read about it in magazines—is an anti-histamine preparation which will often stop a cold dead, *if* you take a tablet during the first hour of your cold. It's turning the pharmaceutical business upside down. And it's Henry Norman's job to sell it, create its markets, get it distributed to the clamoring druggists. Norman started with the company as a clerk in '39. He'd just arrived in the U. S. with his German family—his father was a prominent judge who'd escaped Hitler. Young Henry, who had already had experience in the pharmaceutical industry in Europe, worked up to salesman and sales supervisor. Returned to Union, after service in the U. S. Army, as sales manager. He pulled off a coup to get Inhiston distribution. Used air freight and a Western Union tie-in whereby Inhiston was delivered to druggists, in all cities over 25,000, by W. U. messenger without cost.

BY HARRY WOODWARD, JR.

They're in the News



FROM MAIL-ORDERS TO MOTORS . . . In 1948 Wilbur H. Norton left the dissension-torn Montgomery Ward. He was then president and director of the board, and he'd been with the company for better than 16 years. The man's versatility is such that General Motors Corporation grabbed him before he could spend a quiet weekend at home, put him on special assignments reporting direct to C. E. Wilson. Slightly more than a year later G.M. made him a vice-president; now comes word that he's moved up a few more horsepower in the motor company's cylinder head. He's to be executive in charge of policies and procedures in connection with parts merchandising, including supervision of the United Motors Service Division. A Yankee, born and bred, he hails from New Hampshire, attended Phillips Exeter Academy and went to Harvard. He's now left New England far behind.

SALES MANAGEMENT

HE'S STEPPING OUT OF TRADITION . . .

to further his Dad's beliefs. After 26 years of service with McGraw-Hill, where he's been director of promotion, William Beard, Jr., is leaving. With him goes the good will of the company—for Bill Beard will be executive vice-president of Associated Business Publications, Inc. Even his Dad, who was a McGraw-Hill veteran before him—with 50 years in the company—would have approved. So does his brother Robert, v.-p. in charge of McGraw's Eastern District. Bill Beard is the man for his new job. Tall, suave, impeccably dressed, he always knows where to turn for the facts he needs, is a Wharton School grad who majored in advertising. His career has been almost entirely with McGraw-Hill, except for a very brief span with a folding step ladder company. His sense of humor emerges when he mentions that the ladder company "folded." Later he sold cotton yarn. He was born in Germantown, Pa., has three brothers, all in the advertising business in one way or another.



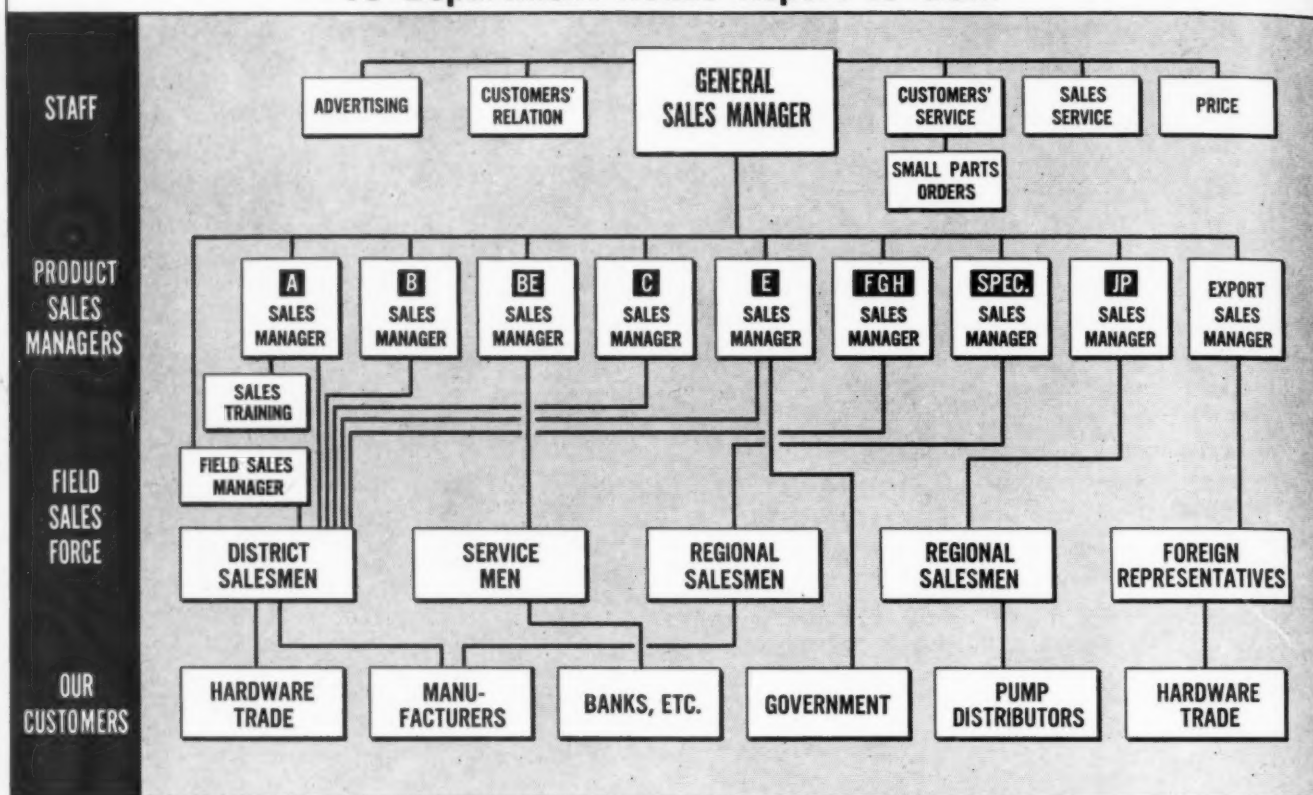
GUY GILLETTE



THE BETTER SERVICE BOYS . . . Remington Rand has reorganized, from the top, to give its customers better service and to provide for itself a more efficient sales organization. These two gents, Al. N. Seares (left) and Arthur R. Rumbles are sitting in the drivers' seats in the new setup. Seares, formerly vice-president and general manager of the Systems Division, has been given a boost. Now he'll be director of General Domestic Sales Service Operations, including management controls, business machines and Dealer Sales Division. Rumbles, who's senior vice-president, will work hand-in-glove with Seares, concentrating on the management controls and the sales end of the Business Machines Division. The whole idea, they say, is to give each division a chance to make its own decisions and to formulate policies.

OUTDATED MANAGEMENT

15 Department Heads Report to GSM



Y & T Alters Management Pattern; Abandons Product Sales Managers

Based on an interview by Terry Armstrong with
MEADE JOHNSON,

General Sales Manager, Yale & Towne Mfg. Co., Stamford, Conn.

Fifteen departments are reduced to seven, and, under the new alignment, sales functions are grouped on the basis of markets. Objectives: to cut waste in salesmen's and buyers' time, to make salesmen responsible to a single boss.

Now—before markets become even more competitive—many progressive companies are out to detect and eliminate all vestiges of obsolescence from their managerial structures. The realization is prevalent that many a top management organization which admirably served an enterprise a few short years or months ago can suddenly find itself left high on the

shoals of inadequacy by rapidly changing conditions in the present business world.

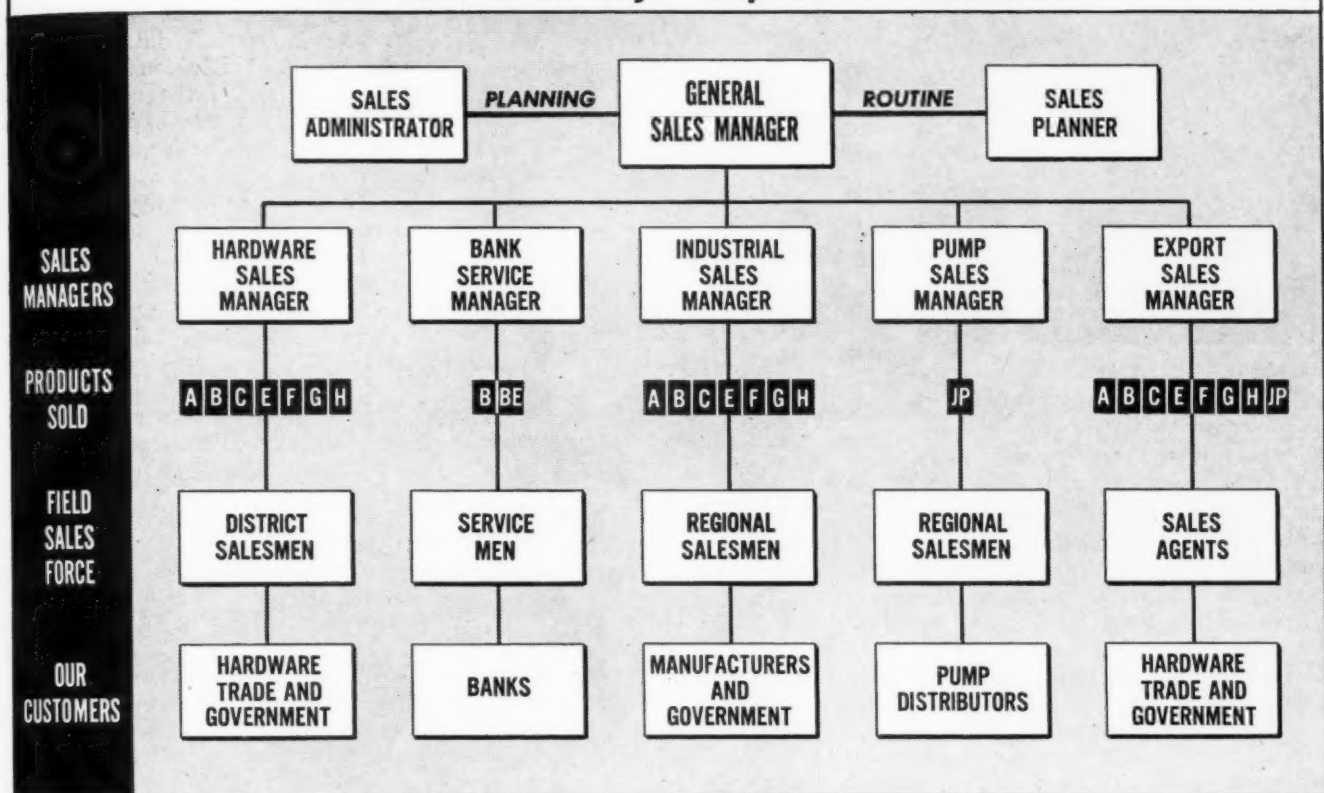
Yale & Towne Manufacturing Co., Stamford, Conn., is one company that early recognized the straws in the wind. Some time ago it formulated plans which made it possible to create a radically different top managerial structure—one designed to

direct and control more efficiently all sales and service activities.

Attesting the degree to which Y & T has sharpened its managerial spearhead is the fact that in contrast to 15 original departments in the sales management set-up there are now but seven. This intensive integration has meant the consolidation of the sale of the multifarious Yale brand locks, builders' finishing hardware, and pumps into three sales functions under the direction of the general sales manager. Included in the re-organization is integration of all products made at the Y & T plant at Salem, Va. within the sales operation of the Stamford Division. Products of the Salem plant consist of

Y&T'S NEW SALES SET-UP

GSM Deals with Only 7 Department Chiefs



Yale locks and hardware used as components in the products of other manufacturers.

The Yale & Towne approach involved not only realignment and appointment of sales management personnel but also a new concept of sales direction based on markets rather than on products. Related products are grouped and sales consolidated under the direction of one sales manager. Previously, it was the practice to have a sales manager for each individual product.

What this means in terms of salesmen's field work and customer service can be understood by a brief review of operations under the old sales organization. Formerly, there frequently were as many as four salesmen contacting the same buyer—and on allied products. This overlapping resulted in waste of manpower and unnecessary consumption of a buyer's time. Another disadvantage was that often a salesman would find himself operating under four different product sales managers.

The physical makeup of the old sales management organization was such that five different functions (with servicing staffs for each) encumbered the top of the managerial

structure—the office of the general sales manager. These functions included advertising, customers' relations, customers' service (small parts), sales service and formation of pricing policies. From this tip stemmed the various product sales managers, sales training department, and field sales manager's department.

New Directions

Under the new regime only two executive functions parallel and bulwark the general sales manager's piloting activities. These are the offices of sales administration and sales planning direction. Next level on the organizational scale is occupied by five sales managers—the all hardware trade sales manager; industrial sales manager; bank service manager; pump, and export sales manager. (See charts.)

Sales of seven classifications of products fall within the province of the hardware trade sales manager. The bank service manager directs the company's extensive bank vault lock installation and servicing. The sale of components to other manufacturing concerns is the business of the industrial sales manager. There is

also a sales manager to direct the sale of Y & T pumps to other industries as manufacturing equipment, and the export division is a distinct departmental unit with its highly specialized staff.

Because the key to the high efficiency of the new sales organization is to be found at the apex of the managerial pyramid, this top level should be brought into sharper focus. First, let us consider the important role of sales administrator. His office has the function of servicing the company's present business. Here all incoming orders are edited and interpreted before being routed to the proper production division. In addition, all correspondence pertaining to orders received is now concentrated in this one department.

The department's customer relations technique is especially worthy of note. Correspondence, telephone and telegraph communications relating to orders received or in work are handled by "customer representatives." These people are on the payroll of Yale & Towne but as their immediate concern is with the customers' interests they are virtually in the service of the company's customers. They follow through and ex-



MEADE JOHNSON, general sales manager of Yale and Towne Mfg. Co., who is chiefly responsible for the company's revolutionary sales administration policy.

pedite orders in addition to taking care of the normal flow of inquiries for prices, shipping dates, catalogs and special technical data. In some instances they even serve customers by reminding them about increasing their inventories of vital items. One representative may have as many as 200 customers to service. In order to qualify for this work, customer representatives must undergo intensive training.

Despite the diversified character of the work and the details involved "informality" is the keynote for operations. In most instances the customer and his Y & T representative communicate on a "first name" basis.

Conservation of time and motion is achieved by a simple approach to routine correspondence. Each customer representative is provided with a supply of ruled note pads, the sheets of which have gummed flaps for sealing into envelope form when folded. The pads are an adaptation of the "French Note" type of stationery. The top of the page bears the Yale trade-mark and the inscription "A note from your representative—subject . . ." Each page of the pad is provided with a second sheet for a carbon record of the message. The customer representative simply types the informal message or writes it in long hand, thus eliminating the time-consuming practice of utilizing stenographic and typing service. It has been found that this system, because it encourages brevity for one thing, speeds up the handling of follow-through details.

A further step in eliminating any overlapping in the managerial set-up has been achieved with the incorporation of "small parts service" in this sales administration office. Small parts replacement orders are handled here and are accorded separate billing.

Basically, the small parts replacement unit functions as an excellent customer relations operation. Care is taken to give prompt attention to the most trivial request—and at as little cost as possible to the customer.

The other office working in close cooperation with the general sales manager is that of sales planning. This might be referred to as the "idea" department; its chief function is the planning and development of advertising and promotion. It demands constant contact and cooperation with the various sales managers for practicability and effectiveness.

Once a sales plan has been crystallized through the joint effort of the planning department and the sales managers, the latter interpret it and sell it to the field forces in order that

they may employ it most advantageously. This Yale & Towne Division has approximately 150 men operating in field sales work and about twice as many sales agents.

The innovations introduced into the Stamford Division's sales management parallel the comprehensive re-organization, now in process, of the Division's production, engineering and research facilities.

The company feels that the changes already accomplished, together with those projected, will increase the Division's resources, which will mean better and increased service to customers. It also is believed that through the new organizational set-up Yale & Towne will become more firmly entrenched as a pioneer in the development of hardware products.



It's All Done With Tape

Prospective salesmen for Mid-Continent Airlines, Inc., out in Kansas City, are getting an ear-full of themselves. The company is speeding up its sales training program, increasing efficiency with magnetic sound recording tape!

Mid-Continent swears by the idea, says that it has:

1. Improved the over-all quality of telephone voice and language technique throughout the airlines system.
2. Standardized telephone sales terminology and phraseology.
3. Emphasized various telephone sales devices such as round trips, family plan, and other special services offered by the airline.

A representative of the training division takes a recorder to each of the airline's 29 reservations offices and stations to record a cross-section of telephone habits of an office and

to instruct both the supervisor and the agents in correct telephone techniques. Recordings are played back to the agents and office supervisors, deviations from standard procedure are pointed out by the training division representative. Recordings are of simulated typical business calls involving station personnel and usually are of sufficient length to make possible a thorough study and criticism.

The training division furnishes the supervisor with a short written analysis of each agent's recordings, plus a summary of these analyses which are used as a guide by the supervisor in his regular training work.

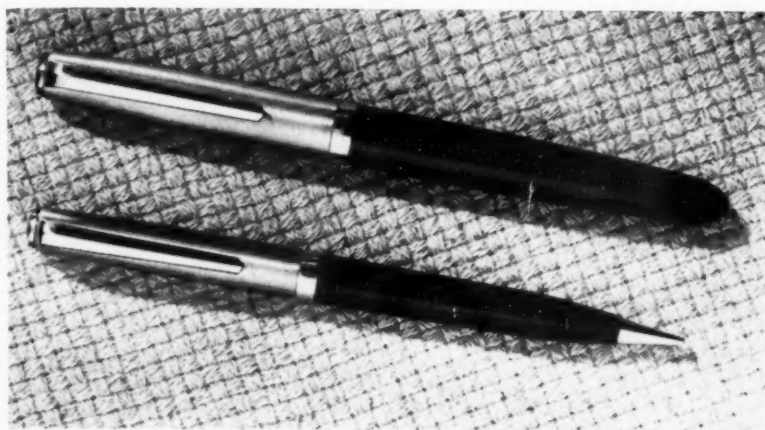
Equipment used consists of two recorders and a dozen reels of Scotch magnetic sound recording tape. A feature of the tape is that it can be recorded, erased, and re-recorded hundreds of times.

How Parker Pre-Tested A New \$5 Fountain Pen

Based on an interview by Lester B. Colby with

JAMES N. BLACK,

Vice-President and Domestic Sales Manager, The Parker Pen Co.



An eight-city test, made under carefully controlled conditions, exploded some well-entrenched superstitions. It brought about a change of name, a shift in promotional plans, and supplied answers about consumer preferences.

With the post-war boom over, a long-starved market satisfied, and salesmen once more being harried to bring in more and more orders, The Parker Pen Co., Janesville, Wis., early in 1949 found itself faced with problems wholly alien ever since Pearl Harbor. From the first time its "51" pen appeared on the market in 1941 until mid-1948, demand had exceeded the supply. With the start of hostilities the company turned to production of war materials. The scant supply of "51s" was strictly rationed until after Hiroshima. Then, on through 1946 and 1947 it had been a race to supply demand.

Coming events were casting their shadows a full year ago and the fine pen business was no exception to the rule. Everyone seemed to be catching up. Manufacturers were forced to make readjustments. Times were changing swiftly.

"When we saw the handwriting on the ledger sheets we decided that it was time to take action," says James N. Black, vice president and domestic sales manager. "Although for several years our sales had exceeded those of our nearest competitor, we were

weakening in the profit column. We believe in paying high wages. We believe in keeping our employees on the job.

"Our best solution, to our manner of thinking, was to go after new business. To find out where the new business was, we decided that the first step to take was to analyze the market potential in the fountain pen field. To do the job, we chose a leading fact-finding organization. Its report indicated that roughly three-fourths of all pen business done in the United States had been, and currently is, on merchandise priced at more than \$10. We had always done, were still doing, very well in this bracket.

"But how about that 25% of the pen business in merchandise under \$10? We had no entry in this field. We decided to go after some of that business."

What followed is a story of action, according to Mr. Black. Product engineers were put to work. It was decided to simulate, to a great degree, the widely known and generally accepted Parker "51." Yet its lines should be different enough to insure

its individuality. The barrel which was developed was injection-molded of a plastic material—a less costly operation than the machine cutting of the "51" barrel from a solid bar. This eliminated several costly operations.

Then came the problem of a less expensive point which would be as efficient as one made of gold. Research indicated that a new metal used in fine quality watch springs was ideally suited to the purpose. Unlike steel, this new metal would neither rust nor corrode under any writing conditions. It was adapted to fountain pen use and given the name of "Octanium." After further research a pliglass ink reservoir and a special filling mechanism were produced. Thus, although in some respects less costly production was possible, the new pen did possess important quality parts.

While the new pen had the functional appeal of the "51," it could be sold at a retail price of \$5. This does not mean that the manufacturing cost was reduced \$8.50 under that of the "51," but rather that the volume of sales anticipated, plus savings in cost of manufacture, would make the new pen profitable at that price.

In this way it became largely a sales problem. If the sales department could come through, then the venture would be a success.

A pilot run was made and extensive plans were formulated for a market test. Parker wanted to determine the salability of the new pen in relation to competitive models. Also, customer reactions to the pen in terms of function and design were to be tested before it was put into production.

Selecting Test Cities

Eight cities in the United States were screened as possible test markets. These were then sifted down to six: Wichita, Kan., Peoria, Ill., Flint, Mich., Dayton, Ohio, South Bend and Fort Wayne, Ind. In each test city Parker salesmen were asked to name eight dealers, including stationers, druggists and department stores, to conduct the tests. Effort was made to select stores that compared favorably with one another from city to city. Full cooperation of the dealers was won. Each dealer kept a day-by-day record of sales for a two-week period before the test began. Pre-test sales records were used as a gauge to figure increase or decrease of sales during the period.

The Parker Pen Co. provided point-of-sale promotional material, display cards for counters and windows, dealer mats for newspaper advertising, and photographs for sug-

2 wonderful NEW PARKER PENS

just in time for school opening

NEW PARKER "21"

Each even \$10.00 pen... in heavy position, new features. Comparing gives proof! Hidden, fast-action filler. Special anti-leak safeguards. New 8-metal Octanium point gives super-smooth writing. Here is the one pen at \$5.00 that you can truly be proud to own. In the medium priced field—an outstanding value. Choose from blue, green, red and black. Choice of points.

Finest pen at any price \$13.50 and up

NEW Aero-metric Parker "51"

of advances in this world's most-valued pen—First choice of successful people everywhere. New "51" turns writing into a new experience in velvet smoothness and ease. Ink fully covered from a bigger, visible supply into a fountain. Writing with the new-type "51" blue is fast and safe. New guard against leaking—even up in the highest plane. Gold and black. Gold filled or Lustrous caps. Octanium points.

Both pens write dry with super-permanent Superscript Ink

New Parker "21" set, \$9.75

New Aero-metric Parker "51" set, \$13.75 up

"Tests have proved that a skilled retail salesperson often can take a prospect for a "21" pen at \$5 and build the sale into a "51" pen deal at \$13.50 or more." —James N. Black, v-p, The Parker Pen Co.

how to sell the new Octanium point to the consumer. It was the first time that a fountain pen with a Parker label had appeared minus a gold point. For decades gold had been a must for the point of a quality fountain pen. Introducing a pen with a non-gold nib was a revolutionary idea. There might be strong resistance at the sales counter. Store sales personnel were given special ammunition with which to combat this—but the Parker sales staff kept its fingers crossed. How would the new metal succeed as a fountain pen point?

Anticipating resistance, a number of promotions—all costing money—were planned, to sell Octanium to the public. It was pointed up that it was a worthy successor to gold; in fact, even had advantages. Still, could that thought be sold to the customer? Retail salespeople were conditioned to go to town with the sales talk.

Then, as soon as tests got underway, it was apparent that the pen buyer didn't care a rap, or at least very little, about the point material. He was concerned about buying an efficient writing instrument. He wanted to know if it would work. If it would, all right. That settled, there was no argument. All thoughts of a big promotion to merchandise the Octanium point as a plus feature were abandoned.

"A sacred cow has been knocked over in the pen business," is the way David G. Watrous, advertising manager, puts it.

Following the test period sales continued high on the "21" pen. Then, with schools opening everywhere, another boom was experienced. When advertised and promoted, Parker management contends, the new pen will continue to attract customers. The problem, it is pointed out, is to generate volume as the margin of profit is, naturally, less on the \$5 item. Cooperative newspaper advertising is used liberally.

Sound selling is more and more a necessity. The over-all retail writing equipment industry has tapered off from approximately \$275,000,000 in 1947 to about \$225,000,000 in 1948. It indicates close to \$175,000,000 for 1949. Tests have proved that a skilled retail salesperson often can take a prospect for a "21" pen at \$5 and build the sale into a "51" pen deal at \$13.50 or more.

gested window displays. For retail salespeople there were "sizzle" cards describing the important points to emphasize when selling the new pen.

Three weeks before the test was to begin, Parker salesmen were called to Janesville to receive the sales tools listed above and to be given detailed instructions for passing them on to dealers. When the tests started Parker salesmen appeared in person at the stores of the cooperating retailers and made an inventory of each dealer's pen stock—all brands included.

As soon as the new pen made its appearance under the name, "Lifeline," over-all pen sales in the test cities soared from 80 to 100%.

Soon after the test got underway two important facts came to light: (1) The new Parker pen at a price of \$5 was very well accepted by the public; (2) the name was not right. Some customers confused it with a competitor's product, while others assumed that the name indicated a "lifetime guarantee." The name was promptly changed to Parker "21."

Tests proved that there was a large market for a \$5 pen manufactured by Parker. Some dealers ran out of stock two weeks after the test started. Original stock included several dozen pens and as many pen-and-pencil sets. One dealer reported:

"In a slow pen selling season, the '21' sold more \$5 pens than ever before. It outsold all other \$5 makes combined by odds of four to one. Especially gratifying is the fact that so

far we have not received a complaint or a request for repair. For our money, the '21' is a natural in sales and consumer satisfaction."

Another dealer response indicated surprise that the Parker "21" at \$5, with its obvious resemblance to the "51," didn't steal sales from its big brother. "There are definitely two kinds of pen purchasers," he reported. "One makes the personal utility purchase where glamor has little to do with the matter. That customer wants a pen full of function. A price of \$5 is a natural for him. Then, another type of purchaser buys a gift. This buyer wants to impress somebody. He wants the function of a pen, but he wants it to shine with glamor. He will go for the \$12 and up pen."

Color Choice Simplified

Other important findings were brought out as a result of the tests. The problem of what color would prove most popular was solved to a considerable degree. Buyers selected black, blue, red and green—in that order.

Popularity in point sizes was checked by the tests, making it possible to proceed in regular production with the proper proportions in the manufacture of medium, fine and extra-fine points gauged to consumer demand. Then, too, a long-fixed belief was shattered.

The Parker sales staff had worked hard showing retail sales personnel



"NOW THAT'S THE SALES TOOL WE NEED!"

Advertising Manager...

Why do you think Trade Mark Service can do a job for us?

Sales Manager...

Well, Bill, I know our ads sell our product to plenty of prospects... but do they know WHERE to buy it? Trade Mark Service will tell them. It puts our trade mark or brand name right over a list of our local dealers in the 'yellow pages' of telephone directories.

Advertising Manager...

You mean when we use Trade Mark Service, we're putting our dealer's

names and addresses into practically every prospect's hands? Say, that gives our prospects a chance to choose whichever dealer they prefer.

Sales Manager...

Exactly! 9 out of 10 shoppers use those 'yellow pages' when they're ready to buy. We'll have a better chance of getting them to our dealers if we use Trade Mark Service to show them the way.

Why not bring up Trade Mark Service at your next advertising or sales meeting? You may find it just the sales tool you need for your organization.



AMERICA'S BUYING GUIDE
FOR OVER 60 YEARS

FOR FURTHER INFORMATION, CALL YOUR LOCAL
TELEPHONE BUSINESS OFFICE OR SEE THE
LATEST ISSUE OF STANDARD RATE AND DATA.



24 Ways To Use Sales Contests

BY LOUIS H. BRENDL

Merchandising Director, James Thomas Chirurg Co.

Want new accounts? Special push for long-profit items? More demonstrations? You can get them with a well-planned contest. Here's a specific reminder-list of the wide variety of objectives you can accomplish with incentives.

Army "brass" has long known that it can inspire the most peaceful country bumpkin to daring feats of battlefield valor through judicious distribution of decorations. For an inch-and-a-half of gaudy ribbon ("fruit salad" to the blasé) young men capture pill boxes almost with their bare fists. Every fall thousands of high school football players literally beat themselves to a pulp for a *felt letter* for their sweaters. Roman athletes gave their all for a chance to wear a laurel wreath. Kids will brave winter's blizzards to earn a gold star for perfect attendance. It's instinctive for people to strive for special recognition.

Awaits Stimulation

The competitive spirit of the American salesman is pre-conditioned and waiting for proper stimulation. Let's investigate how understanding sales managers are utilizing this knowledge to induce their salesmen to greater sales accomplishments. Such an investigation is particularly timely for it is the first time that many young sales executives and salesmen have had to create sales.

An incentive campaign is any kind of sales contest to encourage salesmen to greater or special accomplishments. It may be used to stimulate a company's own salesmen, or distributors' and dealers' salesmen. These contests fall into two basic classes: (1) where a few prizes are awarded to top producers and the remainder of the salesmen get nothing; (2) where certain prizes are available to every salesman who makes a certain objective. The former has the advantage of permitting a few larger, more spectacular prizes but has this disadvantage: The poorer salesmen know they have little chance of winning and therefore don't try. It also affords no pre-determined

guarantee of what the winning sales volumes will be. The latter has the advantage of having sufficient prizes of different values to stimulate salesmen of all abilities. Prizes may be selected on a definite point or percentage basis and, as a result, their cost will never exceed this regardless of how high or low the total sales go. It has this disadvantage: All prizes are less glamorous and valuable.

Prizes generally consist of cash, merchandise, all-expense trips, or they may be as bizarre as the imagination of the originator. Example: An asphalt company awarded to their yearly sales champions two trips to an asphalt lake in Trinidad.

Here are some of the objectives that are being attained through the stimulation of special incentive campaigns:

1. To increase sales volume: The most common objective is to increase sales. A radio manufacturer, for example, caused his sales to zoom by awarding to dealers' salesmen several hundred free trips to Cuba.

2. To get new customers: Many companies have found contests effective in spurring their salesmen to sell new customers. One industrial concern gives its salesmen a percentage of the first two years' total sales to every new customer.

3. To get rid of slow-moving or obsolete stock: Because it is easier to sell new merchandise, some sales managers encourage the sale of old stock with special inducements. An electrical manufacturer paid his salesmen 5 cents for each of several thousand switches which would not have moved without this stimulus. A valve maker cleaned out a sizeable obsolete stock by setting a low price on each

item and allowing the salesmen to get as much for the items as they could and *keep* the difference.

4. To get more sales calls: Some companies offer special inducements to encourage their salesmen to squeeze one or more extra sales calls into each day. This is merely an indirect way of shooting at increased sales volume. There is danger in such plans unless some form of control is exercised. Without control mere numbers of calls might win without consideration of whether or not they are effective.

5. To encourage sale of full line: Some companies have difficulty in getting all salesmen to sell their *full line*. Each salesman, normally, tends to favor certain products in his sales efforts and neglect others. Many alert sales executives have found that the offer of prizes plays an important role in helping to correct such a situation.

6. To get more demonstrations: Many products statistics show that for every hundred demonstrations, a definite average number of sales is made. Thus, to get more sales, they need only to have more demonstrations. So it is not unusual for a household appliance company to pay a fee for every demonstration, whether a sale is made or not.

7. To encourage the use of a basic sales idea: A maker of office appliances found his own and his distributors' salesmen reluctant to use a new basic selling idea. This condition was corrected by a contest in which an expensive hat was given each month to the salesman who landed the best order through the use of this B. S. I. All winning stories and winners were widely publicized.

8. To discover new applications: Salesmen who lack initiative to ferret out new and perhaps unusual applications for their products frequently can be stimulated to do so by some form of bonus or reward.

9. To uncover case histories: Many advertising managers find it a constant uphill fight to pry case studies about their products from the sales force. Some have found that providing simplified report forms and giving a five-dollar bill for each one used produces far better cooperation.

10. To introduce a new line: At times a sales organization seems reluctant to "borrow" the necessary amount of time from their regular



Want to do something about the high cost of selling?

Maybe your Production Manager has the clue

If you think *sales* costs have mounted, just look at what the poor Production Manager has been up against with the rising costs of labor and materials.

How's *he* going to get costs down?

- You know the answer. *Chiefly by improved mechanization*: by making it possible for each high-priced pair of hands in his plant to produce more.

The Sales Manager has the same sort of opportunity to reduce sales costs

The Sales Manager can apply the mechanization principle to producing orders. He can make it possible for each salesman, each jobber or dealer or distributor, to produce more.

How? By making the printed word do *more* of the *telling* in selling so the salesman can use more of *his* costly time for *closing*.

Direct mail, publication advertising, catalogs, handbooks, films, radio—all means of transmitting sales information to prospects and customers—are the Sales Manager's tools.

Even small gains in the better use of those tools bring great improvement in the efficiency of sales production and sometimes open up wide areas for cutting unit sales cost.

You take one step at a time; one product at a time; in one market at a time; like this:

1. Review *all* the specifying and buying influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)
2. Find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Do you know—*for sure*—*what* they think and *why* they think it?)
3. Determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct low-cost selling.
4. Select the *tools* to use for saying what needs to be said (booklets, magazines, direct mail, or any other mechanical means of transmitting ideas or information).

That's how to get the kind of advertising that helps cut sales costs

"'Ditch-Digging' Advertising," we call it. First it digs out what your prospects want to know before they'll buy; then it rolls up its sleeves and digs for sales.

This agency is equipped to work with any Sales Manager who wants to do a hard-selling job with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • Lexington 2-1790



'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

IMAGINATION: "A good part of the success of an incentive campaign depends on how much creative imagination is used in dressing it up . . . This year, the centennial of the gold rush, is being used to provide a gold miner background for contests."—Louis H. Brendel.

lines to introduce a new line quickly and effectively. Sales managers sometimes make this more palatable by giving prizes for the accomplishment of this task.

11. To build good mailing lists: Keeping mailing lists up-to-date is a thankless job that must be done by salesmen at nights or week-ends. Some companies remove a part of the curse by rewarding with a "gift" each salesman who cooperates.

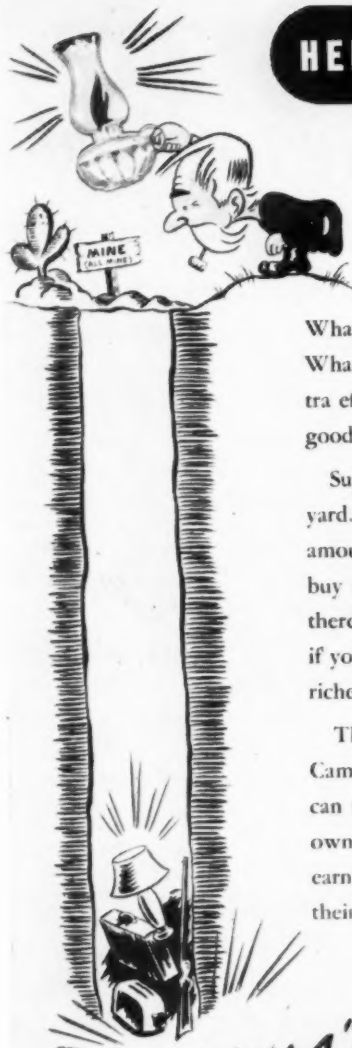
12. To get more dealers: It is not unusual for salesmen to have "mental blocks" against getting any more dealers. One sound way to hurdle this obstacle is to get them interested in a prize contest with this goal.

13. For the best sales presentation: By awarding certain desirable prizes a sales organization may frequently be induced to create new and better sales presentations.

14. To encourage calls on new prospects: Periodically certain companies induce their salesmen to call on new prospects by making it a game with prizes for all who qualify.

15. To accelerate the handling of complaints: One large electrical company felt their complaints were being handled far too slowly. A "Service Opportunity" contest was prepared with district service managers heading up "leagues" that competed with other leagues for prizes. This simple competition speeded up their handling of complaints.

16. To re-vitalize inactive accounts: Bonuses are successfully employed by some organizations to encourage their salesmen to re-activate dead accounts. One industrial company considers an account inactive after it has placed no order for a period of 24 months, and gives 1½% of the first year's orders for getting it started again.



HERE'S A LITTLE LIGHT

**ON A
DARK SECRET**

What's this Forty-Niners Campaign all about? What's in it for me? Why should I put in extra effort and time and trouble just to make a good showing?

Suppose you had a gold mine in your backyard. Maybe it has been producing a fair amount of gold, enough to pay your bills and buy a few clothes. But wouldn't you get out there and dig a little harder, and a little longer, if you knew that farther down there was a far richer vein of gold--yours for the digging?

That's the "deep, dark secret" behind this Campaign. Just for digging a little harder, you can uncover a rich vein of extra sales in your own "backyard"--and with those sales you can earn your choice of merchandise prizes "worth their weight in gold."

**WIN A "PITFULL" OF PRIZES
WITH THE
FORTY-NINERS!**

17. To push long profit items: Incentive pay is used by many companies to influence salesmen to concentrate their efforts on the sale of long-profit items. This is particularly true of the "extras" on automobiles at the present time.

18. To build up individual orders: With today's tendency toward hand-to-mouth buying and its flurry of small orders, some sales managers are turning to incentives for relief. It is not difficult to devise a contest in which large orders *add* so many points and small ones *subtract*.

19. To make more calls with distributors' salesmen: A certain percentage of salesmen who are reluctant to work with distributors' salesmen—

to teach them to sell by actually making calls and selling the product in front of them—frequently can be induced to do so with proper rewards. A New England steam specialty company uses extra cash awards to improve results in this direction.

20. To hold more distributors' sales meetings: Companies that sell through distributors appreciate the importance of educating the distributors' salesmen. One of the most effective means is distributors' meetings during which their salesman teaches. To encourage some backward teachers, prizes are quite profitably used by numerous concerns.

21. To build up distributors' and dealers' stocks: The added stimulus

Look at the Beechcraft from every angle

BONANZA

greater speed!

184 mph top speed at sea level. Cruises at 170 mph at 8,000 feet, using less than 60% of maximum rated take-off power. No engine overload.

economy!

Only 9½ gallons of fuel consumed per hour. Four people with baggage carried at seat-mile cost as low as 1¼ cents.



safety!

Sturdy framework results in extra safety margins. Rated in utility category at full gross weight, with limit flight load factor of 4.4 G's, plane was subjected successfully to special tests not required by CAA.

strength where it counts!

Note low, sturdy landing gear with wide tread and exclusive cross-bracing of struts. Nose gear position, plus long wheelbase, eliminates pitching, allows greater braking.

style and comfort!

Sound-proofed cabin, handsome roomy interior, room for four six-footers. Ease of entry and exit because of wide autotype door.

... then you'll see why it's a better buy!

Compare these performance features

- Top speed, 184 mph
- Cruising speed, 170 mph
- Range, 750 miles
- Service ceiling, 17,100 feet
- Fuel economy, 9½ gal. per hour

Compare these comfort features

- Exclusive retractable step
- Limousine entrance
- Insulated, sound-proofed cabin
- Quickly removable rear seat
- Luggage compartment accessible two ways

You'll find other "extras" you'll appreciate when you actually see the Beechcraft Bonanza—like the exclusive retractable step, two-way accessibility of the luggage compartment, and maximum visibility. Go over the ship yourself, soon. And for illustrated brochures that go into more details, write today on your company letterhead to Beech Aircraft Corporation, Wichita, Kansas, U.S.A.

Beechcraft

BONANZA

MODEL A35

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

DECEMBER 1, 1949

of prizes for salesmen is particularly resultful in January and February when many distributors buy more heavily after permitting a year-end pre-inventory decrease in stocks. It's a case of "first to the trough gets the gravy," after which no more orders are placed for a while.

22. To uncover new outlets: A number of companies have used contests to stimulate their sales organizations to dig up new and successful outlets for their products.

23. To uncover new products: Another corporation uses rewards to keep its sales force on the sharp lookout for new products which they can profitably manufacture and sell.

24. To maintain prices: Some companies are employing special incentives in the form of added commission on all orders which are taken at regular prices, to encourage their own salesmen or manufacturers' agents to maintain prices. Results are well worth while.

Suggestions and Warnings

1. Don't try to substitute a prize contest for fair or intelligent compensation.

2. If possible, check to determine whether other distributor or dealer contests are being planned to run at the same time.

3. Some distributors or dealers do not favor contests because they may induce salesmen to spend 5% of their sales effort on 1% of their line. Some bar any outside incentives.

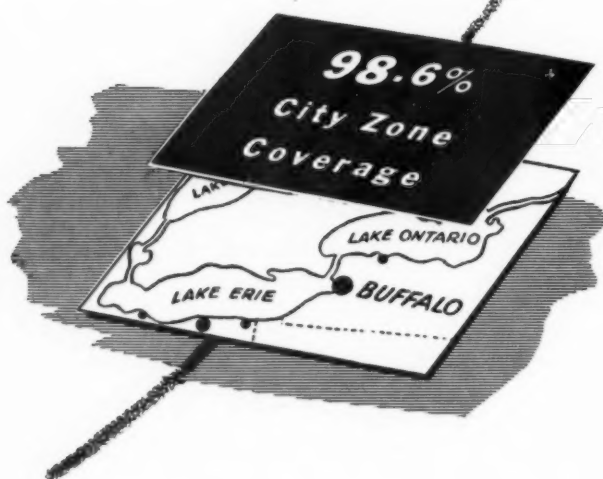
4. Don't let the fact that you've never used incentive campaigns keep you from deriving the benefits they may bring. It is not necessary for you to blunder in and learn as you go. Your advertising agency can frequently help you. In addition, there are several large organizations who do nothing but prepare and help run premium contests. One of these organizations creates the background and furnishes the merchandise prizes for a million salesmen a year. These companies have "stock" contests with all the specialized stimulative material which can be applied to your needs at a small fraction of what it would cost you to prepare it individually. Furthermore, these experts can guide you around mistakes and insure maximum results. You profit from their years of specialized experience, both in guidance and in relieving you of the details. Incidentally, because of their enormous buying power, they are able to save you a tidy sum on the cost of merchandise prizes.

Use Imagination

5. A good part of the success of any incentive campaign depends on how much creative imagination is used in dressing it up. For example, contests frequently are presented in the jargon of sporting events such as horse races, ball games, mountain climbs, etc., usually timely. This year the centennial of the gold rush is being used to provide a gold miner background for contests. Sometimes they are geared in with some political event such as an election or an official's birthday or any other date important to a company.

6. The usual length for a sales contest is between one and three months, although a certain company has run one continuously for the past 12 years. The main reason for limiting the length of an incentive campaign is because the interest of the

- Sell the News readers
- and you sell the
- WHOLE BUFFALO MARKET



BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

salesmen can usually be maintained only so long. It has been found desirable to promote a contest rather actively, to keep the participants at peak enthusiasm. It is generally better to terminate a contest after a few weeks and start another after an intermission.

7. Once the theme of the contest has been determined, it is important that proper pre-build-up teasers be used so that all salesmen will look forward to the event. Next, a complete description, explanation and rules should be written in language so simple that there can be no doubt in anybody's mind as to just how it works. These instructions, together with the prize catalog or list of prizes should be sent to the salesmen's homes. This affords wives and children a chance to select prizes and then goad Daddy into winning them.

Needle Contestants

8. Any contest needs nourishment. Therefore it is advisable to needle the contestants periodically. These communications of encouragement ought to hit the home of the salesman at intervals of about a week, and some of them need be no more than a post card. Unless interest is stimulated as the contest progresses, it may lose momentum and peter out.

9. Speak of value of merchandise prizes in terms of so many "points" rather than so many "dollars."

10. Speak to distributors and dealers about profit in dollars rather than in percent. It is more effective.

11. Don't make cash incentives to distributors' or dealers' salesmen too large or they will think it comes from too low a discount.

12. In a contest, individuals may be pitted against each other; groups may compete, or a three-legged race may sometimes be helpful. This latter consists of pairing off an experienced with a green salesman against other similar twosomes.

13. Provide restrictions to discourage salesmen from ganging up and pooling their points.

14. The common denominator of all employe relations today is an appreciation of the fact that all workers want to be important. Both their production and morale climb as they are made to feel important. Salesmen are no different. Most of them are sensitive and temperamental and hunger for praise and honors. Don't

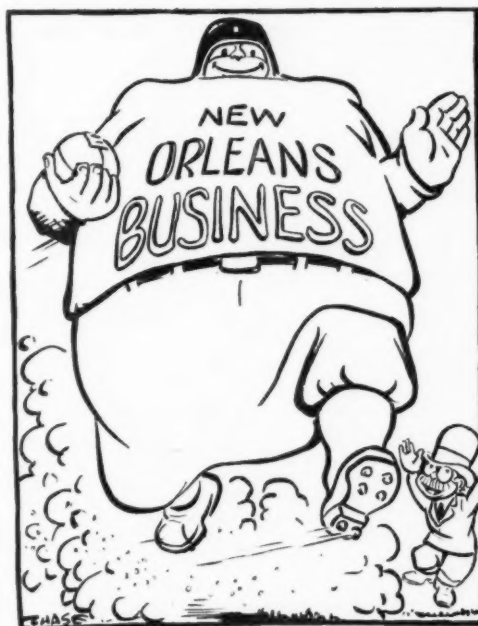
overlook this angle in creating your plan. Make sure there is plenty of honor for your winners. One company awards a President's Cup to the outstanding salesman and it is as coveted as the Davis Cup in tennis. Another company gives plaques (with no money or merchandise) with the winners' names engraved on them.

15. If you plan to use the United States mails to promote a sales contest, it is illegal to include any form of lottery or chance drawing of prizes. For example, if a salesman is

given a certain number of tickets for every sale, each one of which entitles him to a chance in drawings for merchandise or cash awards, it violates Section 36.6 of the Postal Laws and Regulations. (Maximum fine: \$1,000; maximum imprisonment: two years)

16. Salesmen shouldn't have to be warned not to mention their contest to their prospects. It is true, however, that many possible purchasers strongly resent any sales appeal including the angle "I can win a prize

Go **GEARED!** to tackle this fellow!



Here's how John Chase recently cartooned run-away New Orleans business for readers of the evening States! . . . The States and The Times-Picayune alone give you the geared-powerful, end-to-end coverage you need to tackle this big, port-oil- and construction-rich market.

Ask Jann & Kelley, Inc., today!

New Orleans

TIMES-PICAYUNE and STATES

GEARED TO SELL

THE NEW ORLEANS MARKET

TOTAL CIRCULATION
M. & E. 270,636 Sunday.... 281,710
3 Months Ending-March 31, '49
Milline Rates as Low as 1.88 M. & E.—1.95 Sunday





THE SALESMAN'S CREED

To respect my profession, my company and myself. To be honest and fair with my company, as I expect my company to be honest and fair with me; to think of it with loyalty, speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose word carries weight at my home office; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

To base my expectations of reward on a solid foundation of service rendered; to be willing to pay the price of success in honest effort. To look upon my work as opportunity, to be seized with joy and made the most of, and not as painful drudgery to be reluctantly endured.

To remember that success lies within myself, in my own brain, my own ambition, my own courage and determination; To expect difficulties and force my way through them; to turn hard experience into capital for future struggles.

To believe in my proposition heart and soul; to carry an air of optimism into the presence of possible customers; to dispel ill temper with cheerfulness, kill doubts with strong convictions and reduce active friction with an agreeable personality.

To make a study of my business or line; to know my profession in every detail from the ground up; to mix brains with my efforts and use system and method in my work. To find time to do everything needful by never letting time find me doing nothing. To hoard days as a miser hoards dollars, to make every hour bring me dividends in commissions, increased knowledge or healthful recreation.

To keep my future unmortgaged with debt; to save money as well as earn it; to cut out expensive amusements until I can afford them; to steer clear of dissipation and guard my health of body and peace of mind as my most precious stock in trade.

Finally, to take a good grip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weaknesses, and to endeavor to grow as a salesman and as a man with the passage of every day of time. THIS IS MY CREED.

W. C. HOLMAN

Reprinted by Sales Management with the permission of The Horner Engineering Institute and The Golden School

At the request of many subscribers, Sales Management has reproduced W. C. Holman's "The Salesman's Creed," as quoted in Shop Talk, SM, Sept. 1, in a size and format suitable for framing. The finished design, in reduced size, is shown above. (Actual size: 11½" x 15".) It is on fine rag stock, and done in color.

For the benefit of readers who may have missed the complete text in the September 1 issue, we quote:

The Salesman's Creed

To respect my profession, my company and myself. To be honest and fair with my company, as I expect my company to be honest and fair with me; to think of it with loyalty, speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose word carries weight at my home office; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

To base my expectations of reward on a solid foundation of service rendered; to be willing to pay the price of success in honest effort. To look upon my work as opportunity, to be seized with joy and made the most of, and not as painful drudgery to be reluctantly endured.

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You may send orders to The Readers' Service Bureau, Sales Management, 386 4th Ave., New York 16, N. Y. Prices: Single copies: \$1 . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6 . . . more than 12, 50c each.

if you buy." It's almost as irritating as the salesman whose clincher is, "I'll lose my job if I don't get this order."

17. Some companies have successfully used the reverse English of awarding a booby prize for the worst showing. For example, one organization shipped a live goat to the district sales office having the poorest record

and it had to keep it until some other office did worse and "won" the goat away from them. In most cases, however, where an individual is concerned, it is dangerous to use this technique. Salesmen are supersensitive and do not want to be embarrassed in front of their fellow salesmen or their families.

18. As quickly as possible after the

contest is over, the salesmen should receive a report stating the winners and the results accomplished.

19. A slump frequently follows the increased effort of a contest with the winners suffering worst. Some sales managers counteract this tendency by a special diversional drive on new prospects or the announcement of some new product.

Fastest way to start a sale

TAKE a group of nice, well-to-do people who are eager to improve their home living.

Then sit them down with a magazine that points the way to the very things they want.

Points the way—with useful ideas and information that are really a buying guide for good living. With 100% service content that helps them to become better homeowners, neighbors, parents. With editorials that tell them *how* to do worth-while things—and ads that tell *what to buy* to do them with.

Wouldn't you say that this is the time when buying pores are opened—and sales actually started?

That's why the magazine, *Better Homes & Gardens*, is "America's 1st Point of Sale." Why it's read with keen interest every month in more than 3,000,000 homes with above-average incomes. Why it sells everything from tea cups to tires, from canned peas to pianos.

If you'd like to start some fast sales for your product, set aside fifteen minutes for a *Better Homes & Gardens* representative.



*A Screened Market
of more than 3,000,000
Better Homes*

America's **1ST** Point of Sale →





The boy wonders of business...

We know him from our nursery stories, and the tales of our elders. His footprints track all through our history books.

He cleared the forest, poled the ferry, built where the trails crossed, and the commerce clustered... sailed out of Salem, traded with the heathen, retired rich at twenty-five... found gold, struck oil, started stage lines, ran the railroad through... sometimes set up a shirtsleeves dynasty.

He was the ingenious mechanic who made the better mousetrap, smokestacks a sign of prosperity... or divined diamonds in his own backyard. He didn't always take his profit, hold his gains, and often lost out to more acquisitive men. But his courage and chance-taking resulted in lasting contributions to our welfare.

OF LATE years he comes up in the complex corporate organizations, explores unknown areas of legislation and economics, is found in new fields of communications, plastics, transportation, puts science on production schedules... makes people laugh, writes the songs that are sung briefly or the books of the book clubs.

Today he is associated with electrons and atoms, caters to public convenience with home hairwaves, frozen foods, and step-saving kitchens.

The wonder boys of business, the exceptional

performers are publicized widely, interviewed on the radio, popularized by the magazines... even the one signing this advertisement.

But why is it... we so often overlook the Local Boy Who Made Good at home?

THE BIG Success Story of this era is the tens of thousands of shirtsleeve business successes... the inconspicuous middle-aged men who started a generation ago as youngsters in small jobs, attained authority and security by their own contributions to businesses they now manage. They foresaw needs, glimpsed opportunities... in time turned the small shop into a large store, made the rare commodity commonplace and cheap, built the back alley workroom to a capacity plant.

And they succeeded in one of the most complex and changeable periods in our history... through two major wars, the speculative expansion of the twenties, the dark years of the Great Depression and the resultant economic revolution... and carry on under unprecedented taxes and restrictions.



SANTA'S SKYROCKETING SALES... The Toy Center looks to record holiday sales... See "Here Every Day is Christmas," by Tom O'Reilly.

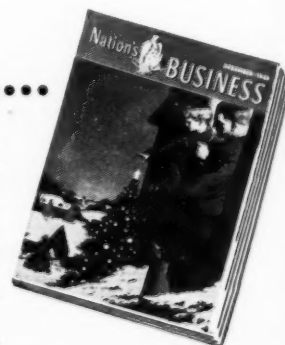
DICKENS—UP TO DATE. One of the most heart-warming holiday stories since The Christmas Carol... "Uncle Smilie's Miracle," by Everett Rhodes Castle.

UNFAIR FAIR TRADE... Miller-Tydings amendment is under attack... See "The Price of Fixed Prices," by J. B. Wallach.

BATTLING BARRACUDA OF BIMINI... The marine monsters aid scientific and cancer research. See "Science Goes Down to the Sea," by K. Jones.

THE EMPIRE'S TOOTHACHE... England's 10,000 dentists can't give adequate free care to 43,000,000 citizens... Read "Britain Pays With Her Teeth," by Dr. Harold Hillenbrand. As told to Peter Lisagor.

And a dozen other significant stories and articles for the business man in...



These men are your nodding acquaintances, neighbors, friends... important in their immediate environments, virtually unknown outside. Yet in the aggregate, they are American business—nineteenths of the national economy. Contrary to the concepts of some economists and politicians, they are not mere satellites and pawns of corporate control... but the basic structure that supports the big corporations.

Without small business, Big Steel would have no customers, General Motors move no cars, John Lewis run no union... the railroads stop running, the crops rot in the fields, and the country go back to the primeval wilderness.

Small business is the Big Business of this country... Only 7,237 companies have 500 or more employees, but 3,000,000 have less!

SMALL BUSINESS happens to be the special concern of Nation's Business... because NB has more readers than any other business publication—and most of them are small business men.

Nation's Business is not a vehicle of business

news, a manual of methods and technique. Its effort is to supply background information... to interpret the significance of conditions and afford intelligent understanding... enabling any business man, large or small, to make intelligent plans and decisions. It also has regard for the business man as a man, and the personal problems he encounters outside his office.

For such service, its readers cheerfully pay \$15 in advance for a three-year subscription... and its subscriber's renewal rate is the highest of any general business magazine.



With more than 650,000 circulation Nation's Business gives advertisers not only adequate representation in the big companies—but also in tens of thousands of firms not reached by any other business publication. It offers access to the largest market of any medium addressed to business... and an unparalleled opportunity to sell to more of American business.

If you don't know as much about Nation's Business as you should, call the nearest NB office.



NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND, SAN FRANCISCO AND LOS ANGELES



Farmer's daughter story...

It's being told in the sales receipts in hundreds of Midwest stores today... it's one of the most effective selling stories any manufacturer or merchant ever heard... The daughters of prosperous farm families go away to school, learn better modes of living, are no longer content with the simpler standards of the farm... convert their families to better housing, furnishings, decorations, greater comfort and convenience... And the family isn't so hard to convert these days—because after ten years of unprecedented farm prosperity, there's money in the bank to spare for the women's wants... The revolution in farm living is on, offers unimaginably large new markets for manufacturers and merchants who can supply the prosperous farm family... And how prosperous that family is—may be better realized by the fact that the million SF subscribers in the 15 Heart states have higher income than the high area average... far exceed the national farm norm.

You better not miss!... the market in this single magazine—larger than the quality market for home furnishings in the whole country pre-War!... And you will miss it, if you hope to sell this farm bloc of buying power through general media which reach only the edges... cannot substitute for **SUCCESSFUL FARMING** comprehensive coverage! Satisfy yourself as to the reasons why—ask any SF office for the facts!... Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.

SUCCESSFUL  **FARMING**



SALES MANAGEMENT

Adventure with Sunkist

BY LIONEL B. MOSES*

Vice-President, Parade Publication, Inc.

The dealer objects to buying and pushing your national brand "because the margin is too low." What can you do? Answer: You tell the turnover story, and you nail it down with a branded-versus-unbranded store demonstration.

In my files there are three case histories on Sunkist merchandising that readers of *SALES MANAGEMENT* might find interesting. The other two may get into this series before we close the book, but this one gets in now because I think it answers, with one simple demonstration which anybody can understand, a problem that has confused many salesmen and retailers—a problem which the slide rule boys insist on answering the hard way, in language clear only to other slide rule boys.

King-Size Headache

The problem is *turnover*, king-size headache to any sales manager who has to market fast-turning products in competition with slow-turning items on which the dealer has a wider profit margin.

Don't look now, but those price tags in the photograph on this page were put up in 1936. The oranges were 176's. If you don't know how big an orange has to be for 176 of them to fill a crate, ask your grocer to show you.

Russell Eller, advertising manager of the California Fruit Growers Exchange, was keenly disinterested when we proudly reported some "outstanding Sunkist promotions" in Milwaukee and Minneapolis. "Those are practically 100% Sunkist markets," he said "and you are merely reporting the consistent performance of our good customers. Show me something in Cincinnati." (We showed him—but that's another story). . . . "All right," said Mr. Eller, "now let me see you get Kroger's Detroit Branch to promote Sunkist Oranges."

That was a toughie. Bill Holderfield, then produce operator for Kroger's Detroit Branch, now director of produce merchandising for Operation, Inc., was—and is—one of the ablest produce men in the United States. Fourteen years ago he was not a booster for nationally advertised brands—and if that isn't understatement, then I don't know what the word means.

Times change, and Bill changes with them. He now milks every drop of sales-building power out of national advertising. But this was in 1936. "Listen," he said. "I was an orange buyer in California. I can

get identical oranges for 25 cents a box less than I have to pay for Sunkist. I sell 160,000 boxes a year in this branch. I should kick in with \$40,000 a year to pay for Sunkist advertising!"

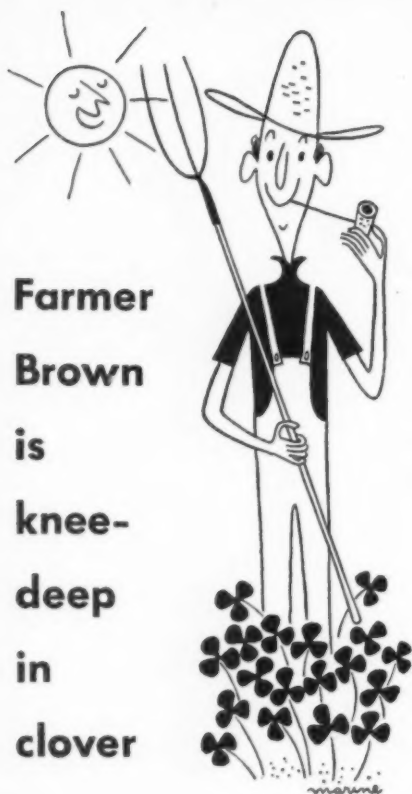
Having been coached by Fred Sturmer, the branch sales manager, and by Rol Raylor, Sturmer's star district manager, I knew the answer to that one. Those young men knew the answers every time I went to them for help on merchandising problems. Perhaps that is why I lured them both away from Kroger a year or two later, and perhaps that is why we couldn't hold them. Rol is now vice-president of a big advertising agency, and Fred is merchandising director for the R. J. Reynolds Tobacco Co.

"Isn't it a fact," I asked Mr. Holderfield, "that as branch produce operator you are interested in just two things—dollar volume and profit for the produce department of this



"He's a splendid salesman, sir; only winter affects him like spring!"

*This is the third of a group of articles by Mr. Moses on the merchandising of advertising. The first two appeared in *SALES MANAGEMENT* for October 1 and November 1. Another will follow.



**Farmer
Brown
is
knee-
deep
in
clover**



Things are better down
on the farm. Much better!

Ever since Farmer Brown learned that modern methods in farming brought him bigger profits from better crops, he has raised his standard of living considerably.

Farmer Brown bought new machines—tractors, threshers, mowers—repaired barns, built silos. Yes, now Farmer Brown is living.

And one man did more than anyone else to put him where he is today. He is the banker, his best friend and your best friend.

Bankers all over the world have been helping farmers to make their land more profitable, giving freely of advice for farm improvement, and loans to be repaid from current or seasonal income.

Yes, the banker constantly strives to make his community a better place in which to live. His intelligent advice and aid make him a very influential man.

You can serve your interests best by keeping him informed through the advertising pages of **BANKING** magazine, 12 East 36th Street, New York 16, N. Y.; 105 W. Adams Street, Chicago 3, Illinois, or 512 North Oxford St., Los Angeles 4, California.

Prepared by Royal & deGuzman

COMING . . .

**Why Carnation Set Up HQ
In Los Angeles**

**How to Cater
To Canadian Tastes**

**Weather for Breakfast
Changes Cereal Sales**

branch?" He said that was correct, so I asked him the \$64 question:

"If I can prove that your dollar volume and profit can be increased by promoting Sunkist, would you like to see this proved, or would you rather win the argument and lose the extra volume and profit?"

Bill "knew I couldn't do it," but if we had some test ideas he didn't mind taking a look at them. They "might show something he could use."

That was enough to start with. When the smoke cleared away, he had agreed to set up twin displays in one self-service store and keep a record of sales for a week. Oranges to be the same size, prices to be the same. No difference except that one display would say "California Oranges," and the other would say "Sunkist Oranges," with a Sunkist banner under the fruit. . . .

During the week these displays were up, Mrs. Consumer walked into this self-service store and helped herself to 13 boxes of oranges: 9½ boxes of Sunkist and 3½ boxes of the unbranded oranges.

It was never necessary to shell nuts for Bill Holderfield. He made \$1.25 per box gross profit on the unbranded fruit, and only \$1.00 per box on Sunkist; but percentages and margins did not refute the simple fact that Sunkist Oranges contributed \$9.50 toward the rent of the store that week, while the unbranded oranges, bought for 25¢ a box less and sold at the same price, contributed \$4.38. Bill was sold.

The same principle, to a greater or less degree, applies to every item in the store which has built a valuable acceptance in the mind of Mrs. Consumer. Any product which has established a good-will value deliv-

ers something saleable in addition to the product itself. And when the retailer has something valuable and saleable, surely good judgment dictates that it be sold.

Yesterday's good advertising is today's good reputation—and the good reputation of merchandise bought in a store is the surest of all guarantees for customer-confidence, for quick sales, repeat sales, faster turnover, more real money-profit.

In the Sunkist test reported here, the branded and unbranded oranges were sold at the same price. In other tests, with other merchandise, unadvertised brands—or private labels locally advertised—were sold for less than the national brands. In some tests, this price difference was more than the difference in the retailer's cost. In every test, the well advertised national brands delivered much more dollar profit.

Men who sell heavily advertised national brands still have to answer dealers who ask, "How can I afford to push the sale of your item when I have to sell it on a 13% margin and it costs me 15% to run my business?" No lecture on turnover, logical and unanswerable though it may be, will ever convince one of those dealers. He cannot be told. He must be shown.

Again and again and again salesmen have this door of opportunity opened for them. In a disheartening percentage of cases, the quote salesman unquote either doesn't see the open door, or else turns his back and walks out—because the boss told him to make 15 calls per day!

Order Taker or Salesman?

When a dealer asks "How?" the salesman who *shows* him how is a salesman headed for the upper brackets. Not maybe, but surely. He can't miss. He can't miss because he will have sold *himself* on salesmanship instead of order-taking. Let a salesman get that thrill just once, and nothing can stop him. The salesman may have to install the displays and check the sales, but one good pattern-cutting job will give him everything he needs to meet that objection whenever it threatens to cost him an order.

The salesman will get his order, and will get the merchant to start selling his product, instead of just carrying it, when he makes it clear that good advertising speeds turnover, that faster turnover means more dollar volume and more profit, and that dollars, not percentages, meet the payroll and pay the rent.

How To Entertain Groups At a Convention

Radiant Projection Screens throws a party with professional acts but makes the program flexible enough for many unrehearsed skits.

Three hundred invitations were sent out . . . 900 guests came. And they were expected! There were favors, beer, cider and doughnuts for everybody.

That's the kind of response to its annual party for visual education dealers the Radiant Projection Screens Co., Chicago, has learned to expect.

In four years the party has become an unofficial feature of the National Association of Visual Education Dealers trade show and convention.

Started in 1946 as a good-will gesture, the party is now so popular among visual education dealers that orders and letters received at Radiant ask about it months ahead.

This entertainment is popular because it is informal and has an unrestrained atmosphere. "Fun is the keynote, comfort's the theme" was the way one invitation described it. Guests are expected to wear their most comfortable clothes and any Radiant employees who want to come are encouraged to wear costumes appropriate to the theme of each party. These costumes, like the genteel bathing suits and natty men's wear worn at this year's "Bustles and Beaux" party on the Gay Nineties theme, and the favors, mustaches and bowler hats for the men, fans for the ladies, set a good-time mood for the evening.

Guests in modern styles received suitable souvenirs of this year's party at a photograph booth with an "1890 ice cream parlor" foreground cut out for the subjects' heads.

Professional actors are engaged for the party. This year a unicycle performer and the national champions of the Barber Shop Quartet Competitions were starred. Guests also enjoy the efforts of the "accomplished" members of their own group and the manufacturers present. Community singing adds to the enthusiasm.

Although the affair just grew during the first two years, it is now recognized and treated as a valuable dealer-relations effort and an effective method of widening Radiant's distribution in the visual field.

BAKERY PRODUCTS



add more than
\$1,250,000

annually to the
buying power of
the "Money Town"
of the South.

Reach this prosperous
market through two
great newspapers.

Nashville Chamber of
Commerce figures.

Correction November 10 Auto Figures

On page 194 of the November 10 issue under the heading "Automotive Facts and Figures," the last column, credited to *Motor Age*, is headed "Retail Outlets for Cars and Trucks as of January, 1949."

Mr. Edward H. Miller of the Chilton Company, publishers of *Motor Age*, calls attention to the fact that the total includes passenger car and truck dealers, independent repair shops, super service stations and wrecking and body establishments. There are 43,004 car and truck dealers and 59,908 independent repair shops.

Nashville Banner
Evening

The Nashville Tennessean
Morning-Sunday

Newspaper Printing Corporation, Agent
represented by the Branham Company

NASHVILLE
The "MONEY TOWN" of the South

CAMPAIGNS AND MARKETING

Corby's Christmas Pint

The Jas. Barclay & Co., Ltd., Peoria, Ill., has taken a new tack this year in its Christmas liquor promotion for Corby's Reserve Blended Whiskey. Designed to open a new field for holiday package sales—the "\$2.00 gift market"—the Barclay plan features Corby's Christmas Pint, the "little gift with the 'personal' touch." It will be backed heavily with national magazine and newspaper advertising during December.

It is felt by Cliff Hatch, general sales manager for Barclay, that as a "little" gift, the colorful pint package will not cut into sales of 4/5's and quarts, but that it will invade the billion dollar "\$2.00 gift market" so long dominated by neckties, cartons of cigarettes, toilet kits, etc., bringing new business and new customers into the liquor store.

Further advantage of this special holiday package is that it may be substituted for the "cash gratuity" that some people customarily give at Christmas to servants and service people.

Special full-page, four-color advertisements will promote Corby's

Christmas Pint in *Life*, *Look* and *Collier's* magazines, reaching a total of more than 11,000,000 readers. On the local level, advertisements will appear every week up to Christmas in the leading newspapers in every area where the Christmas Pint can be offered. Colorful point-of-sale pieces designed for counter service near the cash register have been created to spur sales. An added feature on these displays is a pocket containing handy giveaway Christmas check lists.

Brooke, Smith, French & Dorrance, Inc., Detroit and New York City, is the advertising agency.

Chiquita's Variations

Chiquita Banana is currently extolling the virtues of bananas to rural America on the local level. In mid-November the United Fruit Co. started a radio campaign on all stations of the Keystone Broadcasting System located in Connecticut, Illinois, Indiana, Iowa, Kansas, Kentucky, Maine, Maryland, Michigan, Minnesota, Missouri, Nebraska, New Hampshire, New Jersey, New York, North Dakota, Ohio, Pennsylvania, South Dakota, Vermont, Virginia, and Wisconsin.

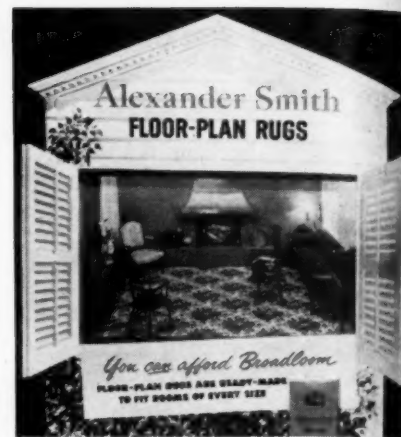
Eight variations of Chiquita's song are being used on a shifting spot schedule for a 13-week cycle, and retail outlets are cooperating with local KBS stations with special displays.

The campaign was planned by United Fruit's advertising department and its advertising agency, Batten, Barton, Durstine & Osborn, Inc.

Purolator Promotion

The fall sales promotion package of Purolator Products, Inc., third phase of its year-round four-quarters program covering each of the four seasons, is now in national distribution to wholesale distributors, jobbers, and dealers.

An eight-point package has been built around large-space, two-color advertisements in consumer, farm,



STAGED to stop traffic for dealers, this display was designed by Einson-Freeman with Anderson, Davis & Platte, Inc., agency for Alexander Smith & Sons Carpet Co.

and automotive business publications, including *The Saturday Evening Post*, *Life*, *Time*, *Country Gentleman*, *Successful Farming*, *Popular Science* and *Popular Mechanics*, based on the theme: "It's fall 'change-over' time."

A new sales piece for dealers, heavily illustrated, explains a number of proved point-of-sale selling techniques with emphasis on the many delicate, expensive engine parts that are subject to damage by grit in dirty oil. It is a companion piece to the company's "Salesmaker" folder.

Another new feature is a "Micronic reminder tag," made of special heat-resistant cellulose in the shape of an oil filter refill. Attached to the filter housing, it shows date and mileage when the last refill was installed, and approximate mileage at which the new refill will be required.

"Which car has the Purolator?" is the title of the new mailing piece or stuffer addressed to customers, with space for the dealer's imprint.

The new window display and streamer are both keyed to the season, when motorists are accustomed to having their cars put in shape for winter driving, as are the new newspaper mats and radio spot scripts for local dealer use.

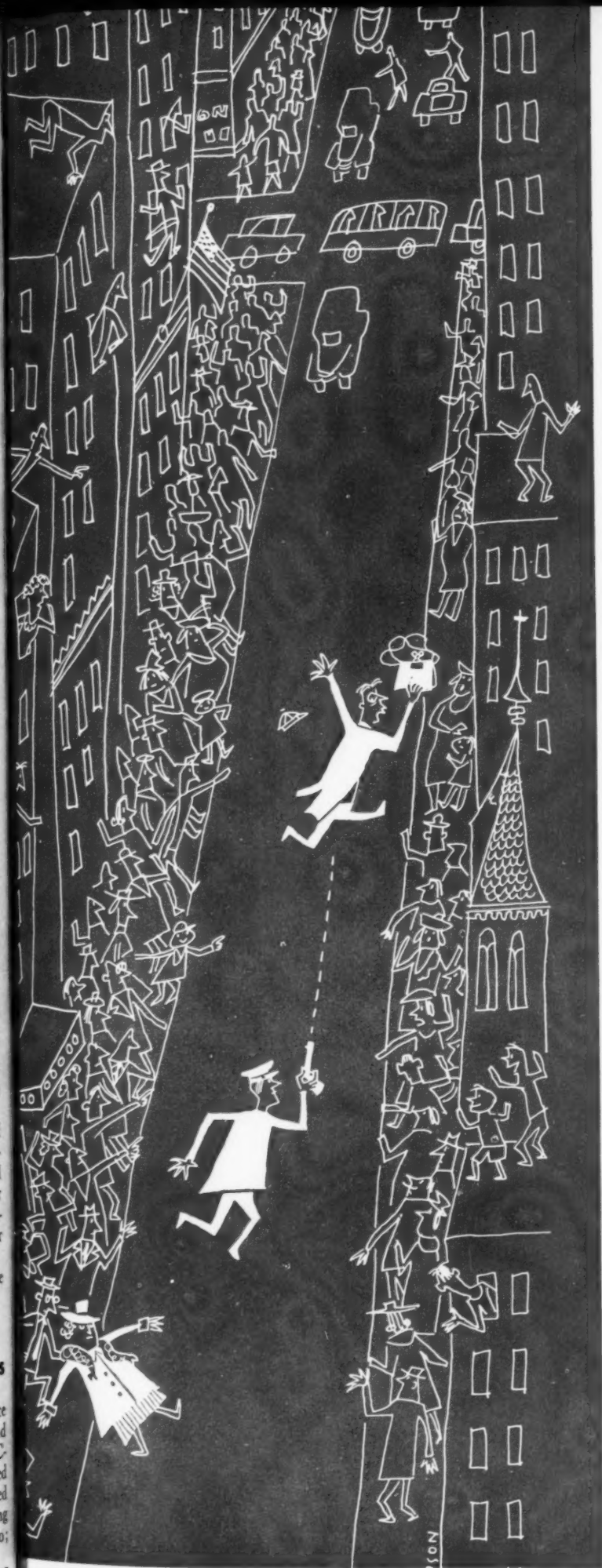
J. Walter Thompson Co. is the agency.

United Air Line's TV Spots

One-minute film spots to illustrate the dependable flight operations and all-weather performance of DC Mainliner 300's are being televised in four major cities served by United Air Lines. The outlets telecasting the series are WENR-TV, Chicago;



WEE DRAP O'CORBY'S—a pint—bottled to uncork the "\$2.00 gift market" for Jas. Barclay & Co., Ltd., this Christmas season.



motion monopolizes . . .

Eye-camera studies indicate that the normal free vision flits about like a frustrated mosquito which has confused Friday with Jersey.

This illogic of the eye often works oddly . . . frinstance Constant Reader can scan his newspaper's Page One and not see the cartoon or streamer headline.

Mrs. Noblots notes a lithographed likeness of Cousin Emmy's girl in Superba Chain's Window . . . without noting the Sensational Semi-Annual One Cent Sale.

While Mr. Goway may tumble to the Tomato Surprise effect atop a passing blonde, but pass up his wife on the corner as if she were a parking meter!

All of which explains why even Hollywood's worst B picture draws a better b.o. than a Class A museum! Anything that moves gets attention . . . which brings us to our commercial . . . viz., *animated displays*.

For several years people bought without looking . . . With normalcy just around the calendar, if not already moved in, there will be more looking than buying.

Some advertisers look to Television, but animated displays have fewer headaches, require less investment, and bring fast reactions . . . stop from five to twenty times as many people as a good still display . . . also activate dealers and turnover, no doubt about it!

While the animated display costs more than the still . . . it more than pays for its cost . . . has a longer life, can be moved from store to store, even booked for return engagements. It reverses the usual dealer relationship . . . you do the dealer the favor, not vice versa!

It is practically pure altruism on our part to plug animated displays . . . as every order involves mechanical gadgets and small motors which cut into our take on quality board and high class printing. But our business is helping your business—with displays! . . . Like to see some specific suggestions?

einson-freeman co.

sales-motivated lithographers

starr & borden aves., long island city 1, new york

Mutual Network Sales V.P.

Adolf N. Hult has been appointed vice president in charge of sales of the Mutual Broadcasting System, with headquarters in New York. Mr. Hult says, "Up to the minute news on business conditions nationally and locally, are as important to a sales executive as the latest reports of weather conditions are to a pilot. I find *The Wall Street Journal* a fine reporter of essential business news and an excellent barometer of business trends. I find *The Journal's* stream-lined style of reporting a time-saver, too, and that's a help to any busy man." Advertisers recognize the 236,110 daily *Journal* readers (including 24,817 vice presidents) as the big market of production and distribution. If these are the men you want to sell, advertise to them regularly through the pages of the *Only National Business Daily*.

Only Magnavox Designs and Builds



ILLUSTRAVOX, "The Illustrated Voice," is a product pioneered and perfected by the oldest name in radio. For details on new fully automatic models write ILLUSTRAVOX, 2139 Bueter Road, Ft. Wayne 4, Ind.

DIVISION OF THE **Magnavox** COMPANY

WOR-TV and WABD, New York City; KPIX-TV, San Francisco; KTLA-TV, Los Angeles. The series will run for several months on a five-a-week schedule.

N. W. Ayer & Son, Inc., is the advertising agency handling the campaign.

Bristol-Myers' Resistab

Bristol-Myers Co. is launching the largest introductory advertising campaign in its history for its new cold-killing anti-histamine, Resistab. The program was actually broached during the last week in November.

Resistab is being packed in handy "Pocket 12's" containing 25 milligram tablets and designed for purses and pockets as an extra protection against colds, also in a family-size bottle of 36 tablets. The list price of the "12's" is \$4.00 per dozen with a 43c fair-trade minimum re-sale price. The "36's" are priced at \$8.80 per dozen with a 95c fair-trade minimum re-sale price.

The product is being backed by full-page newspaper advertising, spot radio announcements, commercials on the Bristol-Myers "Break the Bank" program via National Broadcasting Company's network radio, point-of-sale material, and promotion to the medical profession in the Nation's major cold markets. The advertising is being placed through Kenyon & Eckhardt, Inc.

Resistab is expected by company officials to take its place alongside such established Bristol-Myers large-volume products as Sal Hepatica, Ipana, Trushay, Bufferin, Vitalis, Mum, etc.

Resistab is the cold-killing antihistamine recently reported in newspapers, national magazines, and medical journals.

Bristol-Myers' new antihistamine is

described as killing colds in one day when taken at the first sign of a cold. The company states that even when taken on the second day Resistab was found to stop colds within three days of treatment. Treatment begun after a 48-hour period showed less dramatic results.

Bristol-Myers advertisements recommend the taking of Resistab at the minute a cold symptom appears, before each meal and at bedtime. The product is further advertised to be safe when used as recommended, even for children.

City Club's 1950 Plans

City Club advertising by the Peters Shoe Co., St. Louis, is following through into 1950 with a new popular-price value story on its shoes for men.

In recent regional sales meetings with all Peters salesmen, the company announced that dealers will continue to receive support through sales-effective advertising to a blanketed men's market familiar with City Club quality, style, and value.

Esquire, *Life*, and *The Saturday Evening Post* will carry the 1950 advertising schedule for City Club shoes. The schedule will consist of full-page, four-color advertisements and two-color, half-page advertisements.

Peters Shoe Co. salesmen will soon be carrying the new advertising message and the new spring shoe styles to dealers throughout the country. They have already seen the 1950 City Club styles and have received full details of the company's advertising plans, which include a dealer promotion package.

Henri, Hurst & McDonald, Inc., Chicago, is the advertising agency handling all lines for the Peters Shoe Co.



MASSING MERCHANDISE without tying up dealer's stock is the intent of this Einstein-Freeman-designed window display for Plastics Department, E. I. duPont de Nemours & Co., Inc. It is currently being "booked" into chain variety stores from coast-to-coast.



WITH THE FILTER ATTACHED TO THE FAUCET, water for home use is free of impurities and tastes and odors. The new streamlined device is easily attached.

coming your way . . .

.....aqua-mite filter removes extraneous organic matter and objectionable tastes and odors from water. It requires no replacement parts, is durable, and fits most ordinary faucets. The device weighs only one-half pound and is made of materials which cannot rust or corrode. It is effective with either hot or cold running water and up to two gallons of water can run through per minute. It is designed so the same service is given from either end of the filter and it can be flushed out by simply reversing. The water passes through ten layers of fine screen, each of different mesh—and again through ten layers of the screen mesh. Hydrosorb and opalite are the chemicals used. Tastes and odors are removed by the chemical action of the water with the hydrosorb. The opalite removes the extraneous matter such as rust, silt, algae and other sediment. The filter is manufactured by the Mansfield Aqua-Mite Filter Co., 3029 N. Austin Ave., Chicago.

.....new reflector decal has been developed to give truck identification panels a double life for night as well as daytime selling. Decal is available in brilliant full color half-tones, as well as in simpler designs and lettering. It offers truck fleet owners a completed sign to take advantage of free light from passing cars, or illumination from street lights and stores. The process was created by The Meyer-cord Co., 5323 W. Lake Street, Chicago 44.



NEW PROCESS eliminates the previous color limitations of reflecting truck signs.



CONFERENCES

Conferences individually planned to suit your requirements and fit your budget—all-inclusive price determined in advance!

- Reasonable prices
- Air-conditioned accommodations for 25 to 600
- Efficient staff
- Delicious food, prepared to your specifications
- Convenient mid-town location
- Trains, tubes, subways, parking lot nearby

For further information call New Yorker Banquet Manager Mr. McDonnell, LOngacre 3-1000. No obligation, of course.

HOTEL
New Yorker
 Frank L. Andrews
 President
 34th St. at Eighth Ave., N. Y. 1, N. Y.



for

1950 Advertising only \$110.00 a month to r-e-a-c-h 60,338

engineering and operating men in the larger plants (52,083 in plants rated \$100,000 and up) in all industries and to

..... **SPOT**

your product story before them when they are checking **INDUSTRIAL EQUIPMENT NEWS** in search of their current requirements!

Good for **SELLING** . . . because
 . . . Used for **BUYING**.

INDUSTRIAL EQUIPMENT NEWS



THOMAS PUBLISHING COMPANY
 461 Eighth Avenue, New York 1, N. Y.
 Boston • Chicago • Cleveland • Detroit
 Los Angeles • Philadelphia • Pittsburgh



Nation-Wide

FOR ALL YOUR SHIPPING NEEDS

Large or small, your RAILWAY EXPRESS shipments receive equal care and dispatch as they move swiftly toward you or your customer. Railroads, scheduled airlines and vehicle pick-up and delivery all combine to bring you the experienced, uninterrupted, COMPLETE shipping service you require.

With RAILWAY EXPRESS, you deal with one responsible carrier . . . You pay one all-inclusive charge. For fast, economical shipping be sure to specify RAILWAY EXPRESS.

★ONE SINGLE CHARGE GIVES YOU—

- Pick-up and delivery in all cities and principal towns . . .
- Fast rail or air service . . .
- Automatic valuation coverage up to \$50, or 50¢ per pound . . .
- Two receipts — one to the shipper, the other from the consignee . . .
- Many other advantages providing greater shipping efficiency in your industry.



NATION-WIDE RAIL-AIR SERVICE

Shop Talk

War of Words

(See "Shop Talk," SM Oct. 15, and "Lacy's Counter-Attack," page 16, SM Nov. 20.)

To: Mr. Jack Lacy, Lacy Institute, Boston, Mass.

Dear Jack:

Like the Red Queen in *Alice in Wonderland*, I can "sometimes believe as many as six impossible things before breakfast." But I can't believe you are as insensible to the reality of the direct relationship between vocabulary and the professional status of selling as your letter would indicate.

In the last five years our field has developed a substantial awareness of the relation of good speech to effective sales results. Scores of companies are making speech training part of routine sales training. The objective is to enhance our skill in the transfer of meaning, and meaning is clear only to the extent that our words are precise. Beyond clarity of meaning, our words should—at least some of us believe—carry the connotation of professionalism. ("Connotation: The suggestive significance of a word apart from its explicit and recognized meaning; implication.")

You seem to feel that because a man may have spent all his life in selling, his combination of experience and instinct will automatically qualify him to select an effective selling vocabulary. That I doubt. We're all victims of habit, and thus far at least, no one has given us any standards to measure by. If selling is to grow up it will have to draw on the wisdom of other sciences, such as semantics and psychology, both of which have much to contribute to the development of vocabulary as applied to salesmanship.

Psychology has already established the fact of direct relationship of range of vocabulary to intelligence. Sound thinkers invariably rate high in vocabulary because they are eternal seekers after precision in meaning. When I object to your expression "trap close," I object on the basis of psychology . . . on the basis of the fact that the connotation of the expression is bad. I can't think of it as contributing to the status of selling as a profession.

Speech is a part of personality. It either adds to, or subtracts from, dignity. Our choice of words either conveys specific meaning, or fails to do so. Worse still, it can arouse prejudice and resistance through bad connotation. Regardless of our degree of sophistication as salesmen, we either *sound* like experts or bush-leaguers when we open our mouths.

Every art, craft and science must have its tools. The very nature of salesmanship is such that words are indispensable to us. The right tool at the right time, used with skill, makes an efficient workman. If you were to be operated on for appendicitis, would you just as soon the surgeon used a butcher knife as a scalpel? What would you think of a carpenter who tried to make a chisel do when he needed an awl? I say the choice of language to a salesman is equally important.

About this "battle talk," which you so assiduously defend. Here I believe you are a victim of confusion arising out of secondary meanings of words. "Fight" in its oldest and primary sense means to attempt to defeat, subdue, or destroy an enemy. "Fight" in the sense in which I believe you want to use it is descriptive of a state of mind and heart known otherwise as high morale. It's more or less synonymous with courage. I'd be the last person in the world to argue that it isn't part of every sales manager's job to sustain morale among his men.

The point I wish to make very clear is this: I believe managers of men now realize that continued high morale is the product of something more than a hearty slap on the back, a bit of praise for a job well done, or a half-time buckle-down-Winsocki lecture. Morale is largely a matter of confidence, and nothing gives a man as much confidence as (to borrow part of a Persian proverb) to "know and know that he knows." If a man really knows his product and understands the technique for selling it, he will have far less need for the old-time kind of sales management evangelism which in earlier days was too often made the substitute for sound sales training. To sell in today's competitive market, we need something more than a head of steam.

Let me emphasize my belief that the sales manager who has the gift of inspiration is bound to be a more effective leader of men than one who is deficient in this respect. But I do not believe that what these men are seeking is development of a spirit of pugnacity . . . of "fight" in its more vicious sense. What I fear is that too many salesmen, continuously exposed to battlefield terminology, will lose awareness of the fact that selling must basically be a service, and when it ceases to be a service it has no future.

Your letter pretty clearly accuses me of two things: impracticability in my insistence upon the necessity for language refinement, and excess idealism. Let's see about this matter of refinement. I know you well enough to know that you could say, "Squibb is a great house to do business with," and it would sound sincere and believable. But Squibb says it better: "The priceless ingredient in every product is the honor and integrity of its maker." Both expressions are designed to convey the same meaning. But which would you *put your money on*?

As for the matter of idealism, I hasten to plead guilty. I think it's high time more idealism came into selling. The medical profession has its Hippocratic Oath, and it's carried high and proudly, as a banner. The kind of idealism it represents is imperfectly expressed, it is true, by some individual members of the profession. But the men whose names will go down in medical history among the great are men who thoroughly exemplified it in their service to humanity.

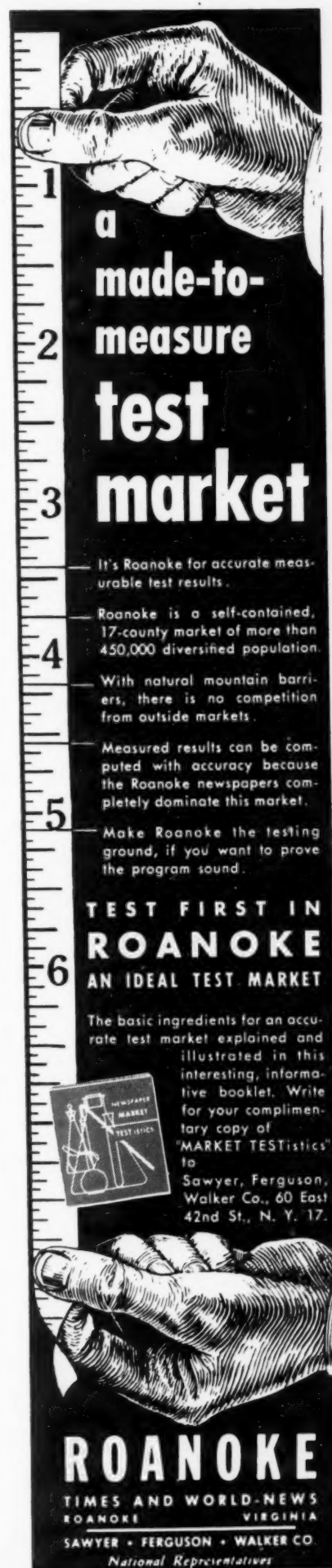
There are two things I believe every salesman ought to get out of his job besides a pay check. He ought to get a large measure of fun . . . the kind of inner contentment and pleasant effervescence that comes from a sense of accomplishment. And even more important, he ought to get some substantial measure of *moral satisfaction*. If he deeply and sincerely feels that he is rendering a service to his fellow men, he will have that moral satisfaction. It's been my observation that these two dividends come most often to people when they've been given some set of standards to reach up to. That's the way we grow. And if that's idealism, I'm for it.

To get back to the matter of words, let me end up with a quotation from a valued friend of mine, a man long in the field of selling:

"Suppose you pack a man's head with a thorough understanding of your business and its products, and at that point he was struck speechless. His vast learning would be valueless to anyone but himself. So it is with a salesman. While his knowledge remains in his head, it is of value only to himself. It becomes of value to others and sells for him only in accordance with the way in which he gets it out of his head and into action. You can send out a salesman who uses the right words to present his knowledge, and he sells. And you can send out another salesman with the same knowledge in his head and he uses the wrong combinations of words to interpret his facts to his listeners, and he fails. Words are extremely important in making the right impression on people we wish to sell."

Who's that talking? No other than you, Lacy, in person, and on the platform of the NSE convention in Chicago in June, 1944. Let's get this straight. Which side of this argument are you on anyway?

A. R. HAHN
Managing Editor



a made-to-measure test market

It's Roanoke for accurate measurable test results.

Roanoke is a self-contained, 17-county market of more than 450,000 diversified population.


With natural mountain barriers, there is no competition from outside markets.

Measured results can be computed with accuracy because the Roanoke newspapers completely dominate this market.

Make Roanoke the testing ground, if you want to prove the program sound.

TEST FIRST IN ROANOKE AN IDEAL TEST MARKET

The basic ingredients for an accurate test market explained and illustrated in this interesting, informative booklet. Write for your complimentary copy of "MARKET TESTistics" to Sawyer, Ferguson, Walker Co., 60 East 42nd St., N. Y. 17.



ROANOKE
TIMES AND WORLD-NEWS
ROANOKE VIRGINIA
SAWYER • FERGUSON • WALKER CO.
National Representatives

"Tell Your Neighbor" Plan Wins Sales Leads for General Mills Iron

Based on an interview with **R. P. KELLEY**,
Sales Manager, General Mills Home Appliances

Purchasers of a Tru-Heat iron are offered an attractive cooky recipe book in exchange for the names of two friends who might be interested in replacing old irons. It's a time-tested "use the user" plan, and it works like a charm.

Hitch a three-by-five post card to an outstanding product, add a highly advertised home service expert, plus a dash of smart retail merchandising, and you have pulling power plus.

General Mills fashioned a direct-to-consumer, "use the user" campaign for its Tru-Heat iron and steam ironing attachment, and the results were good—almost embarrassingly so. Production lagged behind selling.

Just as a test, General Mills last June distributed 100 "tell your neighbor" club post cards to a home appliance demonstrator in each of 20 leading department stores in 20 cities.

Investigation of such ventures in other lines of business revealed that a return of 4 or 5% is high, even for a selective field, for distribution of the cards. General Mills hoped to get 10%.

When returns were in, more than 29% of the friends of Tru-Heat iron had returned their cards. Department stores had, from their original 2,000 cards, the names and addresses of some 1,200 hot prospects. Response was so good that some stores wanted the cards keyed or initialed so each store would get back the cards that developed from sales made in its own store.

General Mills is not hesitant to reveal results of the advertising and merchandising campaign because it was built on the widespread appeal of Betty Crocker. There is only one Betty Crocker, and General Mills owns that personalized representative of its home service staff.

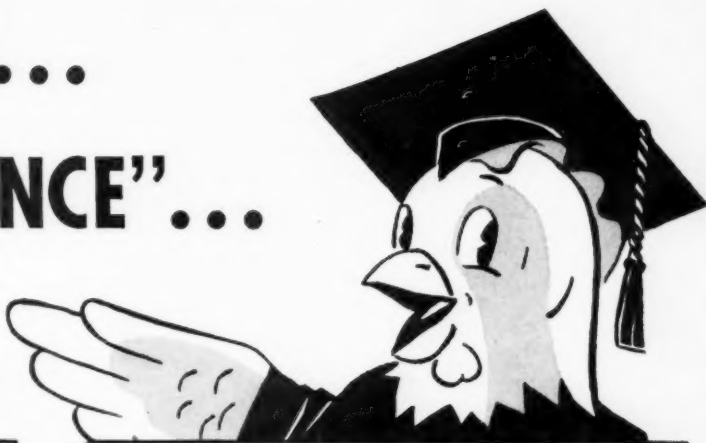
The campaign utilizes, of course,



29% RESPONSE: Buyers of the Betty Crocker Tru-Heat iron received this postcard. When they filled in their own name and names of two friends plus a description of their irons they were sent a Betty Crocker cooky book.

"YOUNG IN IDEAS... AGED IN EXPERIENCE"...

says Professor Pee Jay...



Chief Editor Ralston R. Hannas heads the distinguished staff of Pee Jay's fellow "professors." A graduate of Rutgers, with 10 years' research experience at New Jersey Agricultural College... his 30 years' experience in the Poultry Industry qualify him as one of the most respected authorities in the U. S.



Dr. Cliff D. Carpenter... Pee Jay's expert on marketing... over 30 years in the Poultry Industry, an alumnus of Cornell... President of the Institute of American Poultry Industry... a leader in the marketing phase of the poultry field.



Gilbert Gusler, Pee Jay's market reviewer... a former professor of Animal Husbandry at Ohio State... holds a B.S. and M.S. degree... consultant for the U.S.D.A. Bureau of Markets.

Miss Leonore Dunnigan, Pee Jay's Homemaking Editor. A graduate of Iowa State College, she has written for many leading women's magazines... women readers look to her for latest developments in rural home improvement, new furnishings, household appliances and food preparation.



Leslie M. Klevay... one of Pee Jay's noted authors. He writes highly informative localized news articles on poultry activities... a University of Wisconsin alumnus with years of hatchery and large and small scale poultry farm experience.



C. E. Dursi, garden and orchard expert... a former county agent and member of University of Illinois Horticultural Department... past president of the Illinois Fruit Growers Association... operates his own farm near Champaign, Illinois.



Emil Glaser, Western News Editor... Pee Jay's well qualified turkey raising specialist, operating a large scale farm of his own... a graduate of University of Nebraska College of Agriculture.



E. J. Lawless, Jr., Eastern News Editor... Chief of the Bureau of Markets, Pennsylvania Department of Agriculture. A Cornell graduate, his informative articles keep Eastern readers up to date on the Poultry Industry.

SEVENTY-FIVE YEARS of service, constant study and daily contact in the ever-expanding poultry industry established a solid foundation of experience for Professor Pee Jay. Today a staff of nationally-known authorities on every phase of poultry information proves to over 500,000 high-income farmers and chicken raisers monthly that American Poultry Journal is, "The Voice of the Three Billion Dollar Poultry Industry."

American
POULTRY JOURNAL

536 So. Clark St., Chicago 5, Illinois

THE VOICE OF THE 3 BILLION DOLLAR POULTRY INDUSTRY

ADVERTISING REPRESENTATIVES

New York—W. A. Barber & Assoc. 55 West 42nd Street Phone Longacre 4-6630
Detroit—Hil. F. Best 131 W. Lafayette St. Phone Woodward 2-7298
Minneapolis—J. P. Maloney Co. 1019 Northwestern Bank Bldg. Phone Atlantic 2229
Los Angeles—Robt. W. Walker Co. 684 S. Lafayette Pl. Phone Drexel 4388

DECEMBER 1, 1949

IT'S BETTY CROCKER'S COOKY BOOK: General Mills credits its famous corporate name with the high response to its offer of a book to each Tru-Heat iron buyer supplying names of two iron sales leads. Betty Crocker stands for tested recipes.

the old "use the user" idea, with certain incentive "gifts."

A woman buys a Tru-Heat iron and/or steam attachment and is asked whether she wishes to show two of her friends how much easier and faster her ironing goes. She takes the card which, when filled out, shows her own name and address and similar data for two friends, plus information on the make and age of the irons her friends are using.

Cooky Book Reward

When the card comes back, the original iron purchaser receives a Betty Crocker Cooky Recipe Book, illustrated in color. That doesn't sound like much for getting all that information about her friends and filling out forms, but word has spread around that the Betty Crocker publication is the most complete and

A Full Cooky Jar Makes a Home "Homey"

SOME of the sweetest memories of Home are bound up with Mother's Cooky Jar. Long after the spicy fragrance of her ginger cookies baking has faded into the years . . . the thought of that ample 'cooky' jar on the shelf will bring back vividly the old time peace . . . and comfort . . . and security of Home. Every Home should have a cooky jar!

Betty Crocker



Hidden Treasures for the Toddlers

Monkey-Faced Cookies	19	Brown Sugar Drops	16
Sugar Cookies	20	Old Time Cinnamon	20
Macaroni Crackles	20	Jumbles	20
Peanut Butter Cookies	40	Washboards	25

"Tea-Off" with Cookies (for ten)

Stout Jar Molasses Cookies	34	Dainty Tea Biscuits	36
Butter Cookies	51 and 43	Thumbprint Cookies	41
Lemon Sugar Cookies	30	English Tea Cakes	41
Chocolate Pinchalls	30	Lemon Snowdrifts	41
Pattycake Tails	34	2-in-1 Jumbles	20
New Northern Cookies	30	Macarons	21



For Hungry Home-Comers

Hermits	17	Chocolate Cream Drops	18
Gingers	34	Outward Drop Cookies	18
Burn Day Nut Drops	16	Brown Sugar Drops	17
New York Cookies	20	Whisker Drop Cookies	17



Lunch Box Surprises (taste-thrillers all!)

Salted Peanut Cookies	16	Plantation Fruit Bars	24
Brownies	26	Tutti Frutti Surprises	27
Monkey-Faced Cookies	19	Glossed Orange Jumbles	29
Appleauce Cookies	17	Peanut-Orange Bars	29
Pig Bars	22		



Put a "Lib" in Simple Desserts

Brazil or Pecan Jumbles	20	Orange Almond Refrigerator Cookies	22
Caramel Cream Drops	18	Butterscotch Cookies with Burnt Butter Icing	18
Chocolate Refrigerator Cookies	22	Date-Apricot Bars	29



Picnic Stars (under any skies)

Chocolate Cream Drops	18	Fruit-and-Nut Drops	18
Outward Refrigerator Cookies	24	Filled Cookies	32
Caramel Lemon Bars	29	Peanut Macarons	21
Peanut Gingers	34		

"faster 'fill-ins' speed turnover!"

says **The MAY Company**

leading Cleveland department store

"The use of Capital AIRFREIGHT to rush needed 'fill-ins' from the country's markets helps The May Company increase turnover . . . and live up to its 50 year reputation of 'You can always get it at The May Company' ", so writes the management of Cleveland's nationally famous department store.

Operating with minimum inventories and re-ordering "hot sellers" and "fill-ins" for Overnight Delivery via Capital AIRFREIGHT is a **profit** way to modern retailing.

Let us furnish you with complete information and rate data on Capital AIRFREIGHT today . . .





350 MILLION dollars in extra sales
in this market during the first
half of 1950*. What will be your share?

**THE AMERICAN
LEGION
MAGAZINE**

***Through the distribution of
National Service Life Insurance Refunds.**

easy-to-use cooky book in print.

Betty Crocker mentioned the book a few times on her radio programs and in magazine and newspaper advertisements, and women want it. The book is a little expensive to print, too, which is one reason the tell-your-neighbor club cards weren't scattered haphazardly around appliance counters.

At any rate, the original purchaser now has her highly-prized cooky book. Her two neighbors receive a folder on the four kitchens in the General Mills home service department. Another folder gives Betty Crocker's description of ironing made easy. The women also receive Betty Crocker's menus-of-the-month.

Membership Card

There is also a little card, properly filled out, identifying the owner as a "member in good standing of the General Mills Tell Your Neighbor Club."

If the woman happens to be left-handed and writes in to say she is glad some one finally produced an iron which can be handled easily by left-handed persons, she receives another card, identifying her as a member of the General Mills Lefty Club.

The first edition of the 500,000 copies of the Betty Crocker Picture Cooky Book "sold out" within a few weeks.

Valuable Testimonials

There is, of course, a lot of common sense involved in a campaign of this kind. Women are pleased not only with the little identification cards which serve as conversation pieces; if they are in the market for a new iron or similar appliance, they want the convincing testimony of a third party, the non-professional person who has tried out a certain product and found it good. If a sales executive is buying a new automobile, he usually is not swayed solely by the polished performance of a salesroom technician who tells what a fine car he is selling. The executive often goes to a friend who drives the car under consideration, and asks about it.

General Mills finds women are much the same. They have come to rely on Betty Crocker, plus the friendly advice of a neighbor whose amateur status of salesman adds to the appeal.

General Mills has found, in the few months the campaign has been running, that:

The product must warrant the enthusiasm of the third party or the campaign will fail.

The degree of return is determined by the enthusiasm generated.

Word-of-mouth advertising, when coupled with professional promotion and good salesmanship, is unusually high.

On the sales end, it has been necessary only to convince people in the appliance field that they should get fully aboard the Betty Crocker bandwagon.

To do this, General Mills has harkened back to some basic theories. Retailers are assured:

"The greatest single selling force in America is ready to work for you.

"More than a million letters a year are received from homemakers.

"Betty Crocker has distributed over a billion copies of her recipes.

"This is backed by an annual \$12,000,000 advertising budget."

General Mills entered the appliance field after the end of the last war. Sales this fall are at the highest level since the company has been in the appliance business. The production schedule put the 2,000,000th Tru-Heat iron on the line November 21.

THE 100 LARGEST RETAILERS

The hundred largest retail corporations had combined sales in excess of \$19 billion for the 1948 calendar or nearest fiscal year. The National City Bank of New York, which compiled the list, points out that despite the fact that these 100 largest more than trebled their sales volume during the past decade, their proportion—roughly 15 per cent—of the national total remains the same.

The average net profit after taxes realized by these retail corporations was 3½ cents per sales dollar. The average for 18 food chains was 1.3 cents, for 25 variety and other chains 5.1 cents, for 52 department and specialty

stores 4.1 cents, and for 5 mail order houses 5.6 cents.

These 100 organizations operate a total of 29,278 stores. The group furnishes employment to a total of approximately 1,145,000 men and women, and is owned by 769,000 registered shareholders, many of whom also are employees.

The list of 100 excludes several large stores which do not publish sales figures. Some, if not all, of the following belong in the list: B. Altman & Co., Block and Kuhl Co., J. L. Hudson Co., Stern Bros., Strawbridge & Clothier, John Wanamaker.

1. Great A. & P. Tea Co.	\$2,837	49. Red Owl Stores	69
2. Sears, Roebuck & Co.	2,296	52. Interstate Dept. Stores	67
3. Safeway Stores	1,277	53. Emporium Capwell Corp.	63
4. Montgomery Ward & Co.	1,212	54. Wieboldt Stores	60
5. J. C. Penney Co.	885	55. Neisner Brothers	58
6. Kroger Company	826	56. Scruggs-Vandercoort-Barney, Inc.	57
7. F. W. Woolworth Co.	624	57. McLellan Stores Corp.	56
8. Allied Stores Corp.	419	58. Broadway Dept. Store	54
9. American Stores Co.	417	58. Joseph Horne Co.	54
10. May Department Stores Co.	407	60. Rich's, Inc.	49
11. First National Stores	354	61. Stix, Baer & Fuller Co.	48
12. Federated Dept. Stores	347	62. People's Drug Stores	47
13. R. H. Macy & Co.	315	63. Albers Super Markets	46
14. Gimbel Brothers	307	63. Stop and Shop	46
15. S. S. Kresge Co.	289	65. Merier & Frank Co.	44
16. National Tea Co.	270	65. Thrifty Drug Stores Co.	44
17. W. T. Grant Co.	234	67. A. S. Beck Shoe Corp.	42
18. Marshall Field & Co.	225	67. Dixie-Home Stores	42
19. Rexall Drug, Inc.	174	67. Higbee Company	42
20. Colonial Stores	169	70. Richman Bros. Co.	41
21. City Stores Co.	168	70. Ed. Schuster & Co.	41
22. S. H. Kress & Co.	165	72. Halle Bros. Co.	40
23. Walgreen Co.	163	73. Best and Co.	39
24. Jewel Tea Co.	154	73. Ohrbach's, Inc.	39
25. Gamble-Skogmo, Inc.	152	73. Woodward & Lothrop	39
26. Associated Dry Goods Corp.	151	76. Shoe Corp. of Amer.	38
27. Food Fair Stores	142	77. The Fair	37
28. G. C. Murphy Co.	138	77. Younker Brothers	37
29. J. J. Newberry Co.	135	79. Consolidated Retail Stores	36
29. Spiegel, Inc.	135	79. Lane Bryant, Inc.**	36
31. Lerner Stores Corp.	127	79. Mandel Brothers	36
32. Western Auto Supply Co.	126	82. G. R. Kinney Co.	35
33. Mercantile Stores Co.	119	83. Hearn Dept. Stores	34
34. Bullock's Inc.	117	84. Barker Bros. Corp.	33
35. Grand Union Co.	116	85. Davidson Bros.	32
36. H. L. Green Co.	102	86. Howard Stores Corp.	31
37. H. C. Bohack Co.	100	86. Lucky Stores	31
38. McCrory Stores Corp.	98	88. Western Dept. Stores	30
39. Goldblatt Brothers	95	89. Hale Bros. Stores	29
40. National Dept. Stores Co.	90	89. Kobacher Stores	29
41. Alden's Inc.*	88	89. Rike-Kumler Co.	29
42. Bond Stores	84	92. Miller-Wohl Co.	28
42. Melville Shoe Corp.	84	93. Burdine's, Inc.	27
44. Hecht Company	83	93. Katz Drug Co.	27
45. Winn & Lovett Groc. Co.	81	93. Mangel Stores Corp.	27
46. Unit. Cigar-Whelan Stores	77	93. National Bellas Hess	27
47. Edison Bros. Stores	75	97. Crowley, Milner & Co.	26
48. Grayson-Robinson Stores	74	98. Davega Stores Corp.	25
49. Carson, Pirie, Scott & Co.	69	98. Thalhimer Bros.	25
49. Fisher Bros. Co.	69	98. Reliable Stores Corp.	25

* = 13 months

** = 8 months

the BOOTH MICHIGAN MARKET

*is a
high income*
MARKET



FLINT
PAYROLLS ALONE
Top 7 Million
A WEEK!

Flint, Michigan, a BOOTH NEWSPAPER city, through Buick, Chevrolet, AC Spark Plug, Fisher Body and other related enterprises, has probably done as much as any other city in America to put the world on wheels!

It also puts 7 MILLION PAYROLL DOLLARS a week into the huge buying power reservoir of the BOOTH MICHIGAN MARKET.

The Flint Journal reflects the tremendous activity of this big market with one of the country's outstanding lineage totals!

Michigan is one of the few heavily populated states where population and retail sales have shown the greatest growth since 1940.*

It is one of the few states where family income averages over \$4800 annually.*

Four out of seven of Michigan's high-volume retail markets are BOOTH MARKETS.*

For further specific facts on how the EIGHT BOOTH NEWSPAPERS cover this big market, call—

The John E. Lutz Co., 435 N. Michigan Ave.,
Chicago 11

Dan A. Carroll, 110 E. 42nd Street,
New York City 17

* Sales Management 1949 Survey of Buying Power

BOOTH *Michigan* **NEWSPAPERS**

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



TALK THAT WOMEN UNDERSTAND: The dress on the left has been Perma-starched once and washed eight times and the starch still stays in the cloth, keeping it crisp for four to six months.

Long-Lasting Plastic Starch Arrives To Ease Wash-Day Woes

A product born with a struggle in little Illiopolis, Illinois, embodies a sure-fire appeal to housewives: It cuts drudgery, because a garment once dipped does not require re-starching for weeks or even for months thereafter.

This is a story of depression times, an idea, 14 years of never-ending research, more than 20,000 experiments—and a new product. The product is Perma Starch, manufactured in a tiny town, Illiopolis, Ill., down in the heart of the corn country. But corn has nothing to do with it. Perma Starch is the result of test tube goings-on in specialized laboratories. To make the whole thing clear and simple to the mind of the uninitiated layman, it is based on a *tripolymer of acrylic acetate and polystyrene* and such materials.

The Cast

The drama starts with a cast of two characters: Perry Eakin, who was a stockholder in several paper companies and a plant manufacturing paper products; Cyril J. Geisler, laboratory-minded, who was concentrating on research. Their early interest was to find better coatings and fillers for paper. Certain clays had long been used, but back in the early '30's corn had become so cheap, and

starch so cheap, that some of the paper makers conceived the idea that it would cost less to use starch than to pay the freight on clays.

Gropingly, the Messrs. Eakin and Geisler started their research work. Seeking assistance, they went to the Hizon Laboratories in Wilmette, Ill., the National Textile & Chemical Laboratory, and finally sought the cooperation of Northwestern University. The work started with starches made from potatoes, corn, wheat, and tapioca. Then, not finding what they wanted, they went into the synthetics.

"The long hunt, 14 years of it, was heartbreaking," says Mr. Eakin. "We'd have given up a thousand times but our idea, somehow, had come to be a sort of child to us and we didn't want to let our child die."

One day when they were beginning to get results with their synthetic starch someone in a laboratory remarked, "Why couldn't this be applied to fabrics instead of paper?"

By this time they knew that their new product would weld itself into



NO SCOLD FROM MAMMA: A simple ironing brings back the original crispness in the youngster's water-soaked sun dress. The milky plastic starch developed by U. S. Rubber and Perma Starch stays in the cloth through eight repeated launderings.

vegetable fibers, stiffen them permanently, and give a "starchy" effect. With that thought they were off on a new road. They found that it would literally "go into the fabric," penetrating it rather than coating it. They found that it would stay in the fabric eight to 15 washings. It has stood up through 50 washings.



Building activity continues brisk all winter in the Sunny Southland

Prevent seasonal sales slump. Go after the business where business is best. South-Southwest leads nation in building activity.

When it's too cold to drive a nail in two-thirds of the U.S., the hammers keep right on thumping in this land of warmer weather. Winters are milder; spring comes earlier.

112,825 new urban dwelling units—34.8% of the entire U.S. total were built in the South and Southwest during the first seven months of 1949. This is an increase over the same period last year. And as later reports come in you'll see the Southern percentage grow. Commercial, industrial and municipal building continues heavy.

An increase in your sales can be achieved. Concentration of sales effort in the South and Southwest can result in increases that should more than off-set other sectional seasonal losses.

Quickest way to get wider distribution for your products and to enlist the dealer push you need in the South and Southwest—is through *Southern Building Supplies*. It is read by 9,192 retail and wholesale building supply and lumber dealers in 3,685 cities and towns throughout the Southern market. Sell these men *so they will sell for you*.

Schedule immediate space for SBS. We believe you'll find it one of the wisest advertising investments you can make.

SOUTHERN BUILDING SUPPLIES

806 Peachtree St., N. E., Atlanta 5, Ga.



**The Smith Publications can help make 1950
your best year in the expanding South-Southwest**

Experienced sales managers know that successful Southern strategy must be based on a population distribution characteristic of these states. 76% of the region's people are served by outlets located in communities of 25,000 and less. Thousands of small town dealers do the bulk of the business. That is why intensive regional business paper circulation is needed in the development of the market. In their respective fields the *Smith Publications* provide this comprehensive big town-small town coverage which is needed.

W. R. C. SMITH PUBLICATIONS

806 Peachtree St., N. E., Atlanta 5, Ga.



Textile Industries is the Smith national publication. Gives superior coverage in all branches of the U. S. textile manufacturing market.

They submitted it to *Good Housekeeping*, *McCall's*, United States Testing Co., Inc., Consumers Research, and others, and received encouraging reports. Among the findings were: It made clothes wear longer. The fabrics treated retained their absorbency.

"Our one big worry today is output," says Mr. Eakin, president of Perma Starch, Inc. "We got into production in a limited way in 1948. We are now making and shipping close to 50,000 bottles a day. By next

spring we hope to be able to produce 100,000 bottles every day."

Distribution is still only semi-national. Some advertising is done in the national service magazines, but the current campaign is advisedly cautious as the management believes it would be unwise to let demand get too far ahead of supply. The first stores to stock it have been A. & P., Kroger, Safeway, Food Fair, Colonial Stores, First National Stores and similar chains and some of the independents.

Perma Starch retails at 69 cents for a pint bottle. This amount of liquid makes a gallon of starch. One point stressed by the makers is that, unlike ordinary home prepared starches, it does not sour or spoil and can be held indefinitely.

Selling Points

Sales arguments put forward in merchandising to the housewife include:

(a) Regular starch has to be used every wash day; (b) Perma Starch needs to be used only once in every eight washings, reducing the cost materially; (c) Perma Starch, by becoming in effect a part of the body of the fabric itself, doubles its life or more; (d) it saves the housewife time and labor as she no longer has to prepare starch, or nor has she to starch every washday.

Perma Starch is classified as a non-edible grocery item. The company appoints brokers in the various major markets. These brokers in turn sell to wholesalers and large national chains. The wholesalers sell to small chains and independents. Introduction is by regions as the management believes it important to sustain the market after initial introduction has been made.

Illinois before the war was only a "wide spot on the road" between Springfield and Decatur, Ill. It was so small that Rand McNally & Co. neglected to record its population in its road atlas. During the war it boomed, some 50 square miles of munitions operations dotting the countryside with, some say, around 25,000 workers who motored in daily from surrounding towns and cities for their work. The town now is back to about 1,000 population.

Perma Starch, Inc., a couple of years ago purchased a group of the buildings erected for munitions manufacture during the war. There are five of these buildings standing around. That means room for expan-

sion as needs of business require.

The makers of Perma Starch have dramatized its value through a recorded experiment. It has to do with a cotton dress. This dress was purchased and turned over to a laboratory assistant for tests. Half of the dress was dipped in Perma Starch, the other half in regular starch. It was then laundered 82 times.

After each washing one-half of the dress was re-starched, using regular starch. After every eighth washing the other half was dipped in Perma Starch. At the end of 82 washings the half treated with regular starch was faded and shot full of holes, literally in shreds. The other half, treated with Perma Starch, was in excellent condition.

Mr. Eakin explains this by saying that clothes often wear out much faster in the washing machine than on the wearer's back. The reason is that while the fabric is being whipped in the water, countless fibers work loose and go down the drain. Perma Starch, he contends, retards wear by holding the fibers in place.

Little Britches for Little Gals

Formfit Institute, seeking facts to sell form-shapers to the teen-age trade, has been doing serious research for many months. Among a multitude of findings this comes to the surface: The girls don't like to use the word corset. It indicates something to them that means ripe old age, say around 30; nor do they esteem the word girdle.

One name suggested to them was "bobbie." They turned it down. Instead, they voted for "britches." So Formfit is officially christening its new line Britches, Briefs and Brevies. But it calls its bras Bobbie bras anyway.

The precocity of the teen-agers shopping habits is indicated by the following facts: At the age of 13, 62% are alone when they buy girdles; at 14, 90% are unaccompanied; at 15 to 17, approximately 100%. Modestly, they shun being fitted. They prefer to buy their garments in packages without going into clinical discussions of size.

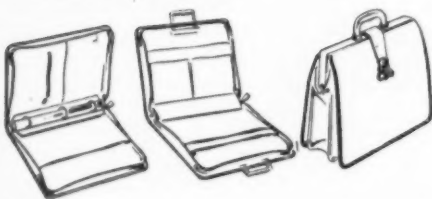
Inside information: Out of 8,000,000 teen age girls, one half wear girdles at 13 and 14 age level; three fourths at the 15 and 17 age level. Teen agers comprise about 11% of the total market.

NOW AT LAST! A Salesman's Case Guaranteed for 5 Years!



Amazing **TUFIDE** Business Cases Outlast Leather 2 to 1!

TRADE MARK REG.



Here's news that means you can save money on business cases—up to 50% savings! Amazing new **TUFIDE** looks like leather, feels like leather, outwears leather... **TUFIDE** makes the most durable business cases and luggage ever developed—they're *unconditionally guaranteed for five years*. Your dealer has a complete selection of Stebco portfolios, ring binders, brief bags, and luggage to match—in **TUFIDE**, (and in many quality leathers, too).

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New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Social Class in America. By W. Lloyd Warner, Marchia Meeker, Kenneth Eells. Published by Science Research Associates. 228 S. Wabash Ave., Chicago, 4. Price, \$4.25.

Like it or not, America has its social classes. Their divisions are often obscure, but they influence almost every sale that's made in the U. S. And the company which makes products for sale which doesn't reckon with the fact of social classes is doing a half-way job. This dynamic study provides basic facts about social class, shows the important role it plays in our economy. It is based on years of research, presents techniques for identifying any class level or for finding the class level of any individual. The authors are all in the field of education, all authorities on the subject of class levels.

Twenty-First Boston Conference on Distribution. Published by the Conference, 80 Federal Street, Boston, 10. Price, \$3.90.

Here is the annual report of the famous Boston Conference, which deals exclusively with problems of distribution. It includes transcripts of all speeches made, also includes messages from President Truman and dignitaries of various governments.

Sally. By Edna Kaula. Published by Fairchild Publications, New York City. Price, 10 to 49 copies, 50c a copy. Reduced prices on a downward scale for larger orders.

The "Sally" of this cartoon-type book is a cartoon-strip character who appears in Fairchild's *Women's Wear Daily*. Fairchild commissioned Edna Kaula, Sally's creator, to use the character as a springboard for teaching via visual training. The book is intended for retail stores' use in instructing their sales personnel in the fine art of across-the-counter salesmanship. But the sales ideas could be put to good use by any salesman or sales manager.

The Consumer-Buyer and Distribution. Part Five. Published by Committee on Consumer Relations in Advertising, Inc., 420 Lexington Ave., New York, 17, N. Y. Price, 25c when bought singly, 15c when purchased in lots of 10 or more.

Part Five of this series of 14 lessons, which mark a forward step in widening public knowledge of the work of the U. S.'s distribution system, includes lessons nine and 10. The first is on Labelling Information; the second covers Advertising Information. These lessons are used in scores of educational institutions as well as on-the-job training programs. Each lesson is complete with text, questions, projects and references. Special sections deal with advertising and product development, the use of retail advertising to simplify shopping, trade mark values, etc.

FORECASTING BUSINESS

Is Our Business

FROM: **Newsweek**

AUGUST 1, 1949

FORECASTS

Who Says Depression?

Businessmen heard a reassuring prophecy last week: "It is clear that no major depression of the 1929-32 variety is in prospect for the next ten years."

The forecaster was Dr. Charles Frederick Roos, head of the Econometric Institute. "It is clear also," he predicted, "that there will be ups and downs and even a sharp decline. But even with such a decline, unemployment does not reach alarming proportions. . . . Business activity in the next ten years will continue at much higher levels than during any prewar period and therefore should mean relatively high volumes of sales and profits."

Business forecasters are almost as numerous as race-track tipsters. Was Roos any better than the others? On May 23 the National Bureau of Economic Research published an analysis of postwar forecasts. "Although one group of forecasts . . . erred disastrously," it said "there was another group that came remarkably close to the levels of employment and income in the postwar boom . . . This group included Dr. Charles F. Roos and the staff of the Econometric Institute." . . .

In the words of Waddill Catchings, a director of Chrysler and Warner Bros., "more than a tenth of business [volume] in the United States is conducted upon information supplied by econometrics."

FROM: **Business Week**

OCTOBER 8, 1949

Roos has rolled up an enviable record as an economic forecaster. He is numbered in a tiny wartime minority who expected a postwar inflationary boom. Also, last year he called the shot on this year's downturn of business activity and capital goods.

The Econometric Institute, under Dr. Charles F. Roos, its Director and Founder, has pioneered in the application to business problems of modern statistical techniques of analysis.

The Institute forecasts have stood the acid test of experience. It has successfully called the turns in the major economic trends of the past ten years.

The Institute offers your company a consulting service designed to help you make your important decisions on 1) sales potentials, 2) pricing policy, 3) demand and capacity analyses, 4) inventory and other important business problems.

Fees Range From \$500 Per Year Upward

For Further Information Write:

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New York 21, N. Y.
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- Northwest Airlines

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What 1,000,000 teachers think of you or your product is reflected in the thinking of 26,000,000 youngsters and their parents.

Write Georgia C. Rawson, Manager, for the complete story of America's great influence market and how to reach it through State Teachers Magazines.

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Please send remittance with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

200—No More Company-Owned Cars For Sterling's 600 Salesmen, by A. B. Ecke. (Price 10c)

199—Ten Lessons in Speech Training For Executives and Salesmen, by James F. Bender. (Price 35c)

198—Sales Force Teamwork: How Can You Inspire It? by Eugene B. Mapel. (Price 5c)

MANPOWER PROBLEMS

197—Death of Many Salesmen, by James S. Arnold. (Price 10c)

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

175—Unionization of Salesmen: What conditions breed it? What happens after it's a reality? (Price 75c)

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

A Study of Auto Purchases, by Income Groups, by Dr. Hans Zeisel. (Price 10c)

Adventure With Aunt Jemima (An answer to the question, "What can we do at the dealer level to make our national advertising more effective?")—the first of a group of articles on merchandising, by Lionel B. Moses. (Price 10c)

"Adventure with a Baby Carriage," the second of the group of merchandising articles, by Lionel B. Moses. (Price 10c)

Gifts and Entertainment—Are They "Necessary Evils" in Selling? by Lester B. Colby. (Price 10c)

Advertising Once Stopped, Gathers Momentum Slowly. (Pictograph) Price 5c

Dealer Salesmen Appraise Faults and Virtues of Their Bosses, by Philip Salisbury. (Price 10c)

Ring the Cash Register When You Ask For a Training Budget, by B. K. Moffit. (Price 10c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Television Today: What Part of the National Market Can It Offer the Sales Executive? (Price 15c)

The Fourth Dimension in Business, by Ray Bill, Publisher, SALES MANAGEMENT. (Price 10c)

An Appraisal of Sales Opportunities in the Los Angeles Market, by Hal Stebbins and Frank McKibbin. (Price 10c)

To Charge or Not to Charge For Sales Promotion Materials? (Price 10c)

Today's Farm Market: It's Big, It's Rich, and It's Undersold, by Erwin H. Klaus. (Price 15c)

How to Cut Waste Out of Salesmen's Selling Hours, by R. A. Siegel, Jr. (Price 10c)

A Trillion to Go! by Peter B. B. Andrews. (Price 10c)

For a complete list of available reprints, please see page 64 of your June 1, 1949, issue.

SALES MANAGEMENT

NEWS

To Approach the

As You Approach A Business Problem

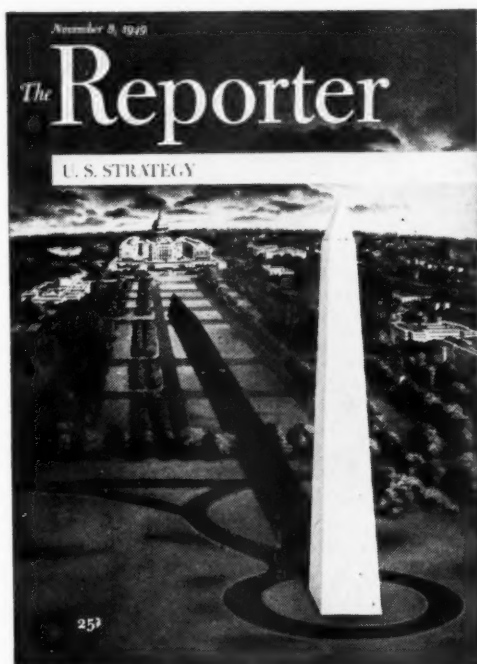
Whether you are on the executive, creative, media or research side of your business, you are accustomed to getting all the facts about a problem before you make a decision. You look at a product or a market from different angles—appraising, weighing. Then, knowing the subject, you feel confident—know where to go.

Yet in the vital field of information about our country and the world and the future of us all, you have been dependent on fragmentary, intermittent reporting, often colored by headline values beyond the merit of the facts. You have, for instance, read dozens of pieces on Russia, on Germany, on U. S. Strategy; but it would take a brain like an IBM machine to file these items in any proper relationship, so as to reach any valid conclusion.

The Reporter is designed to help you solve this problem. It uses a new journalistic technique not dissimilar to your own business approach.

The Reporter devotes a considerable portion of each issue to one subject—stating it, interpreting its importance and considering its various aspects. You understand the situation as a whole, because you see its interrelated parts—rather than its disconnected fragments. Then, knowing the subject, you feel confident—know where to go.

The November 8 issue of *The Reporter* is a good example. Its theme is: U.S. STRATEGY FOR PEACE. An advertising man said of it, in casual conversation: "I got a terrific wallop from it—I had to read it all. I had to look at the subject from each different angle, with each writer. Then I got a tremendous satisfaction—I felt I really understood what it was all about! It was really productive reading."



Please take advantage of our sample offer.

For sample copy please write, on business stationery, to **HOUSTON BOYLES**, Advertising Manager, *The Reporter*, 220 East 42nd Street, New York 17, N. Y.
Phone: MUrray Hill 7-4742

Each issue of *The Reporter* carries other articles besides the theme material—facts on situations of continuing interest. You will find the writing clear, but never oversimplified; *The Reporter* assumes its readers are intelligent. *The Reporter* approaches every fact objectively, but it is not always impartial: It is partial to democracy.

We believe you will appreciate *The Reporter* for itself—for your own reading. After you have read an issue you will realize why

this magazine has an increasing influence in influential circles—which may point to its use for certain of your clients. Finally, we think you will appreciate the contribution of *The Reporter* toward good thinking and good citizenship—which some of your clients may consider very important to their businesses.

When You're on the Blacklist Because You've Botched a Sale

BY HARRY G. SWIFT

San Francisco Agency Manager, Marchant Calculating Machine Co.

It takes courage to face up to an ex-client who now thinks your name is mud. But it pays off. If you sincerely try to apply the Golden Rule in making adjustments, you're almost sure to come out right side up and smiling.

If a sale turns sour . . . if a customer is provoked with your company or dissatisfied with your product, it is safe to say that somewhere along the line your salesmanship has failed.

That is hard to take and sometimes there is a tendency to let the matter slide, to evade the unwelcome truth that your merchandise, your policy or the human factor in your contacts might be improved. Or, thinking that the customer is in the wrong, you may be annoyed and decide: "The heck with him. We don't need customers like this one."

Both evasion and anger represent failure to meet the challenging tests of salesmanship. No business can afford to lose a customer that way. Far more is at stake than one lost customer. His feeling of resentment or conviction of having come out on the lean end of the deal may be a small pebble in the business lake, but what about those ever-spreading circles of ill-will resulting from it? Is it not the duty of sales management to protect the company against long-lasting animosity of a dissatisfied customer, regardless of how much that customer's

business may appear to mean in immediate dollars and cents value?

The answer should be an unqualified "Yes." Complaints arise no matter how good our product is, how much we try to give in service, how thoroughly we have trained our representatives. Sales management should be ready to meet these complaints and should guide salesmen in handling them.

Need Courage and Tact

The first (usually the hardest) step to take in handling any complaint (particularly a just one) is to muster courage to face it. Then face it squarely, with honesty and fairness. This does not mean that diplomacy will not be necessary. Truth without tact may get you into more hot water. With courage, honesty and tact as basic factors in handling a complaint, the next consideration is speed of adjustment. The longer dissatisfaction rankles, the harder it is to straighten out a complaint.

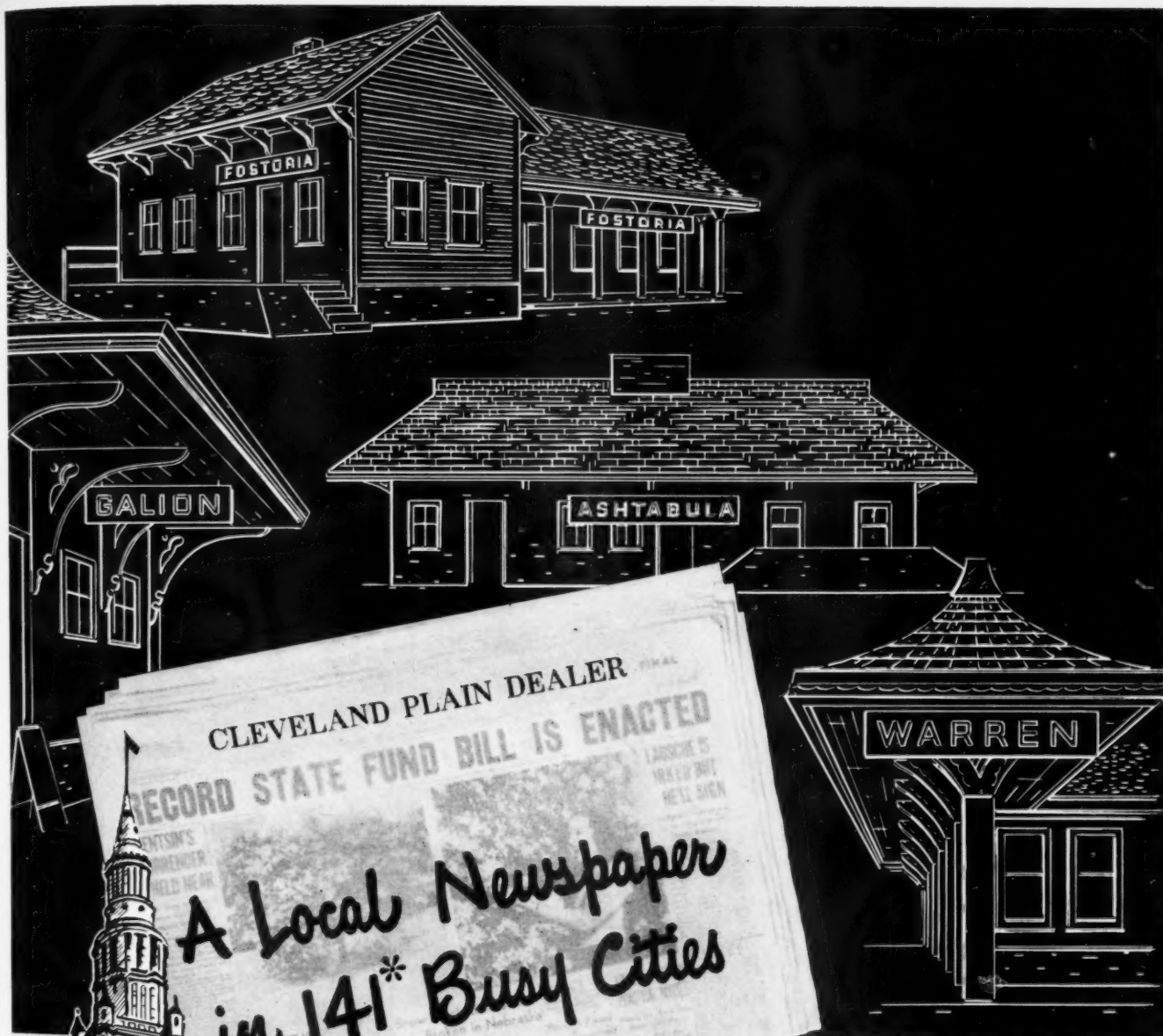
We had a painful illustration of that in our own office. It dates back 30 years when Marchant was struggling with growing pains. The manager of a large lumber company in a city in the Northwest had purchased some of our calculators. They were sold by an agent of the company through a salesman who had not been well trained.

We'll call the customer in this case history the Knotty Pine Lumber Co. The manager bought 15 calculators and for one reason or another mechanical difficulties cropped up during their operation. The manager reported it to the agent, requesting the manufacturer to replace the machines. Without consulting the factory and giving the manufacturer a chance to find a way to adjust the trouble, the agent high-handedly took this attitude: "You've bought 'em—make the best of 'em. There's nothing we can do about it."

Mr. Knotty Pine took out his ire, not on the agent who needed a course in salesmanship, but on the manufacturer. By the time we found out about the trouble so much ill-will had piled up that we couldn't approach the man. He was so upset that he would



"Never took a lesson in my life. I just sell by ear!"



Are you reaching the *whole* Cleveland market—Greater Cleveland plus 26 adjacent counties—or are you content with only half? The Cleveland Plain Dealer is the *only* newspaper supporting all your local dealers in 141* prosperous cities. The Plain Dealer serves as a local newspaper in each community, providing complete coverage of Ohio's two richest retail markets at *one* exclusive, low cost.

The Plain Dealer's Marketing and Research bureau can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

*Akron, Canton, Youngstown not included.

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

DECEMBER 1, 1949



When assembling heavy guns for a sales campaign, don't overlook DISPLAY—a forceful weapon in the field of merchandising. Make certain that your display is primed and timed right—to shoot straight and drop prospects in their tracks. And, don't forget, you're sure to be on target when your display is designed and created by

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• Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long.
0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S.
Lafayette Park Pl., Drexel 4338 • San Francisco 4—The
Robt. W. Walker Co., 68 Post Street, Sutter 1-3568.

not see any company representative. Years did not weaken his wrath. Overtures in person, over the telephone, and by correspondence were ignored.

Later we discovered that our lumber dealer was a devout churchman. We decided to by-pass the business approach and try to reach this man through his philosophical belief. We sent one more letter to him. After pointing out that there had been several changes in management and the offending agent had not been with the company since 1918, we emphasized that our policy was the reverse of what he thought it was. Was it fair and reasonable, we asked, to hurt himself by denying his firm the advantages of using one of the most economical calculators because of a misunderstanding brought about by someone who had nothing to do with the manufacturer?

Then, appealing to his beliefs, we told the Bible story of Joseph when he was sold into Egypt, how Joseph so graciously helped his offending brothers who had sold him. We went on to say that we, like Joseph's brothers, were coming to him on bended knee, to ask him to at least give us an opportunity to repair the damage he believed he had suffered many years ago.

That was the turning point. It was in his teachings, and ours, that we should forgive our brother, not to seven times seven but up to seventy times seven. Quite apart from this particular man's personal beliefs, it seems to me that the spirit in forming them, however we may alter and apply them to fit the times, is what is essential to win over a disgruntled customer and create harmony and cooperation where antagonism exists.

Pollyanna Approach? No!

This principle of turning the other cheek is by no means the Pollyanna approach. It takes strength and understanding—of ourselves and of the other fellow.

I can think of no better illustration of this than the case of a sarcastic sergeant. One of our salesmen was calling on an Army post. He had demonstrated our calculator and the entire office, with the exception of the sergeant, had evidenced interest. The sergeant needled our salesman. Not content with talking up the virtues of a competitive machine, perhaps exasperated by our man's patience, he came out with attacks such as these: "What do you mean by bringing such a pile of junk out here? The X make has it all over your calculator." He referred to our sales-

man as a peddler and had an insulting attitude.

At first our salesman bore with him, joked about or passed off the rudeness as well as he could. Finally he let it get under his skin and told off the sergeant. The sergeant invited our man "outside." The sergeant took a swing at him. Our man poked him in the nose, giving him a nosebleed. The MP's were called, questions were asked, and the sergeant was put in the cooler.

Cooling Off

After our own man had cooled off, he felt sorry about the whole incident. After all, he was trying to sell calculators, not correct the manners and misapprehensions of representatives of his customer. He knew he had a good product but fists were not the sales tools to put over the fact. How to straighten out the mess and restore good relations?

The next day our salesman sincerely apologized to everyone in the office for what had occurred. He was met with sympathy and the sergeant's men apologized for the sergeant. He then went to the colonel at the head of the department and again ate humble pie. He persuaded the colonel to release the sergeant, taking the blame himself. Next, he went to the sergeant, held out a hand and said how sorry he was he had lost his temper and asked him to forgive him.

It is unnecessary to emphasize that our salesman made many good friends in that department, good-will which extends to his product and his company.

The trouble in many cases of complaint is that the salesman—even the sales manager—is prone to take the customer's criticism personally, allowing it to become a personal issue. Suppose the customer is completely wrong. Is it a question of trying to prove to the customer he is wrong, or of trying to eliminate the problem? Here is another instance. We'll call it the case of the X-Y Oil Co.:

In one of the departments where they used several calculators there was one efficient operator who had been using another make of calculator for many years. The company saw fit to give her one of ours. Whether she resented the change, or resented not being consulted, is hard to guess. She said nothing at first. As time went on we received service calls. This was wrong and that was wrong. What puzzled us, though, was that we never could find the alleged failures. X-Y Oil Co. owned many of our calculators and this was the only one which gave any trouble.

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self of the undesirability of our calculator and she continued to have trouble with it. Her fault-finding and service calls were frequent. Her fellow operators began to tease her about it. That made matters worse. The oil company did not want to dispose of the young lady's services because she was a valuable worker. We went over the calculator from stem to stern, over and over again, without charge to the company, even after the guarantee period of one year had passed, conscientiously trying to find something wrong. We could find nothing. The complaints continued to come in.

Finally, the office manager, after more than two years, told us he was going to dispose of the machine and get the operator another make. He maintained that she just could not complain as consistently as she did unless something was wrong.

It would have been easy to give up at this point. We had done our best to insure customer satisfaction. All through this experience we never blamed the operator, always conceding that there must be something wrong, since she was so certain of it, and endeavoring to correct the failure. However, if we had given up and let her be supplied with the other make, this respected and experienced operator would have continued to dislike our calculator, if only to justify herself. We wanted to win her over.

Settlement of Problem

We had given the operator a new machine and had the supposedly unsatisfactory one put in service in various other offices where it would have hard usage. During this test no one complained of anything being wrong. So we hit on a plan: We told X-Y Oil Co. we would give them a new calculator. We would relinquish the sales commission on changing so that we could sell their calculator second-hand to another firm. In this way they would not be out any money and they would still have the benefit of a new machine.

The operator and the office manager gave in. (It enabled them to save face.) However, when the men in the Purchasing Department heard about it, they were curious to know what it was all about. They knew our product favorably and we had an excellent business relationship with them. We told them frankly that we believed there was nothing wrong with the machine, that psychological factors must be involved in the situation, but that we were prepared to go to any length to remove the dissatisfaction.

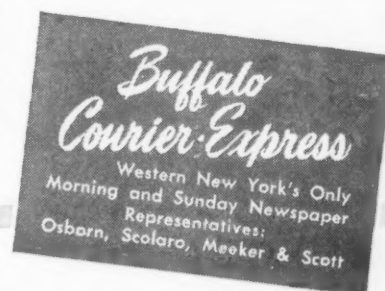
The purchasing agent, after studying the matter, said, "I don't see why



MRS. ALICE PARTRIDGE

Mrs. Partridge was first prize winner in the newspaper class in the 1949 competition of the Grocery Manufacturers of America, Inc. Her food column appears in this newspaper seven days a week. Her interesting treatment of food news and helpful suggestions to housewives have brought her a host of loyal readers throughout Western New York.

BUFFALO COURIER-EXPRESS Food Editor Wins Life Line Trophy of G. M. A.



Ken--

I hear you're stuck with the problem of getting Xmas gifts for our clients, staff, etc. Quite a headache! But the attached ad. seems to offer the ideal solution.

George
P.S. I've tasted Old Oxford Cheddar - wonderful stuff!

A most unusual and imaginative gift from Canada's richest Dairyland . . .

. . . and one that solves those most brain-racking Christmas shopping worries at the push of your pen. For with client and copy boy, golf friends and girl friends, it's love at first bite of this rare vintage cheddar. And not without reason is Old Oxford fondly remembered by all who enjoy its superb flavor and texture.

Long ago the people at Ingersoll took the finest of Oxford County's world famous cheddar and put them to age deep in cool, moist cheese cellars. As the years passed, this cheddar was tended, turned, and unhurriedly nursed toward maturity . . . until it finally attained that very rare character of flavor and texture that comes only from long, natural ageing. From each such old vintage cheddar was taken the choicest cut — the heart. These delicious cheddar hearts — carefully sealed, beautifully boxed — make dis-

tinctive and original gifts indeed. Better jot a reminder on that memo pad to send us your gift list today.

The price of \$3.00 for a 2-lb cheddar heart includes postage and duty.

Enclosed is check/money order for
Address list for boxes attached, Or
Send to
Street & No
City Zone State
Sender

To be sure your order is received in time for Christmas, mail today to Department O.

INGERSOLL CHEESE CO. LTD.
INGERSOLL, ONTARIO, CANADA



(REPRINTED BY POPULAR REQUEST)

NO COMPETITION



BAYONNE CANNOT BE SOLD FROM THE OUTSIDE

THE BAYONNE TIMES isn't Santa Claus but - - - when 99.2% of ALL the RETAIL ADVERTISERS in Bayonne use THE BAYONNE TIMES EXCLUSIVELY to carry their Christmas offerings - - - you know Bayonne cannot be sold from the outside.

Send for the TIMES Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., New York • 228 N. LaSalle St., Chicago



**Can you afford
to underplay the
\$250,000,000
(ANNUAL BUYING)
GOLF MARKET?**

Get full facts from
GOLFDOM
JOURNAL OF THE WHOLE BUSINESS

GOLFing
NATIONAL PLAYERS'
MAGAZINE
Chicago 5

FOR DETAILED
REFERENCE DATA
SEE
THE BAYONNE
TIMES MARKET DATA
BOOK NUMBER

NEW YORK • ALBRO C. GAYLOR
WEST COAST • ROY M. McDONALD CO.

10 EXCLUSIVE FEATURES *Sig-Na-Lok* VISIBLE RECORD SYSTEMS



"With courage, honesty and tact as basic factors in handling a complaint, the next consideration is speed of adjustment. The longer dissatisfaction rankles, the harder it is to straighten out a complaint."—Harry G. Swift.

you should have to do this. You have just gone over our old machine thoroughly and I am going to tell the office manager and the operator to give it another trial." We thanked him for his confidence, but told him he could call on us for the deal any time he wished and we would stand back of it if the persons concerned were not satisfied.

About a year has passed and we have not received one service call. We have kept in touch with the office manager and the operator and they are happy. I am convinced that our attitude of putting up no defense, of going overboard to meet criticism and complaints finally resolved the antagonism, and that no other approach could have settled it as effectively.

The philosophy which motivated us in meeting all these complaints is an old one: "Do unto others . . ." How do I like to be treated by someone who has sold me something with which I am dissatisfied? It is a good question for a salesman or a sales manager to ask. If the seller (or his representative) lays his cards on the table, tells the truth, and in one way or another turns the other cheek, can you stay angry?

Details in adjusting complaints vary with each complaint. I firmly believe the underlying principle of the approach which will change a disgruntled company or individual into a good customer is summed up in an old philosophy. You will find it quoted in Drummond's little book titled "The Greatest Thing in the World": Love—love of harmony.

No sale can be made without it. Discord never made a sale. To underline what he means the author quotes from Paul's Epistle to the Corinthians:

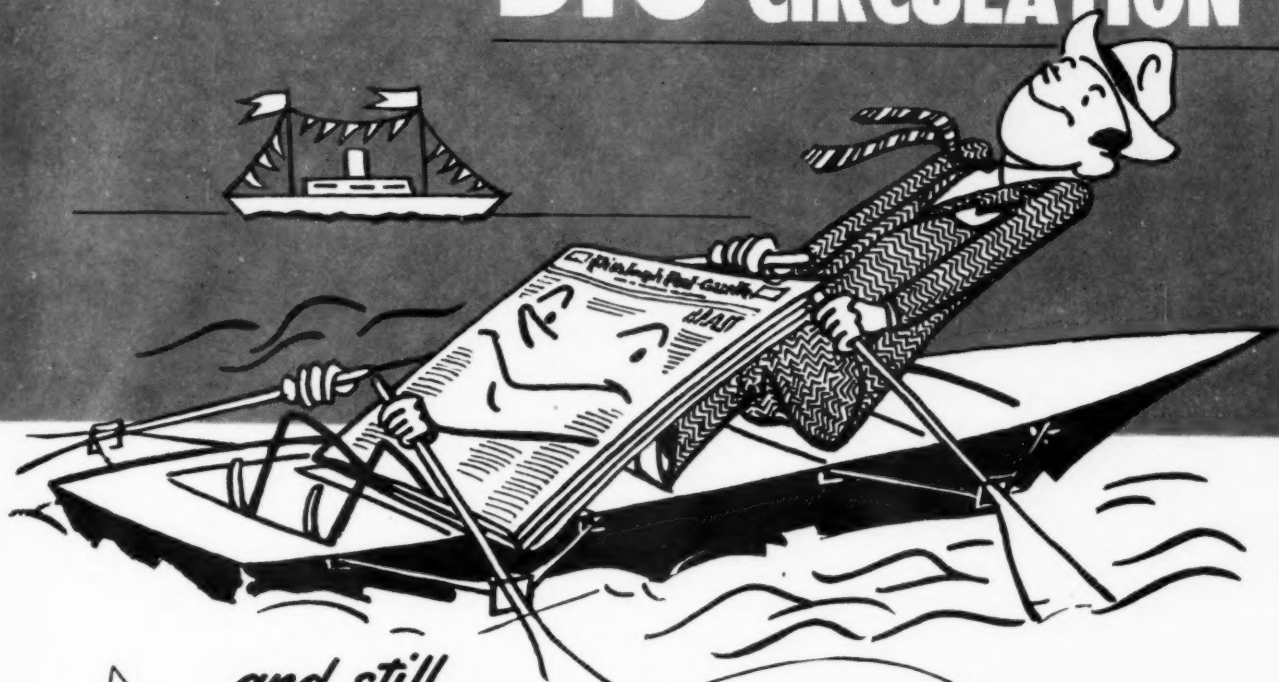
"If I speak with the tongues of men and of angels and have not love I am become a sounding brass or a clanging cymbal. If I have the gift of prophecy and know all mysteries and all knowledge and if I have all faith so as to remove mountains but have not love I am nothing. And if I bestow all my goods to feed the poor and if I give my body to be burned, but have not love, it profiteth me nothing." And here is the description of the perfect salesman: "Love suffereth long and is kind; love envieth not; love vaunteth not itself; is not puffed up, doth not behave itself unseemly, seeketh not its own, is not provoked, taketh not account of evil; rejoiceth not in unrighteousness but rejoiceth with the truth; beareth all things, believeth all things, hopeth all things, endureth all things. Love never faileth; but whether there be prophecies they shall be done away; whether there be tongues, they shall cease; whether there be knowledge, it shall be done away. For we know in part, and we prophesy in part; but when that which is perfect is come, that which is in part shall be done away."

This quotation in down-to-earth language is stated clearly in Kipling's poem "If." I consider it the greatest and most unequivocal statement as to what must motivate a salesman or sales manager in order to be successful—especially to win over disgruntled customers.

IN PITTSBURGH

you can buy the

BIG CIRCULATION



and still

Route Your Advertising

as you Route your Salesmen

**FIRST
BY FAR**

In Pittsburgh only the Post-Gazette can route your advertising as you route your salesmen in selling the million central city people—then travel beyond to sing the same selling song to the two million more who live in and around the 144 cities and towns of 1,000 to 75,000 population . . . calling on more total families BY FAR than any other Pittsburgh daily.

PITTSBURGH

POST-GAZETTE

**Largest Circulation of Any
Pittsburgh Daily Newspaper**

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

DECEMBER 1, 1949

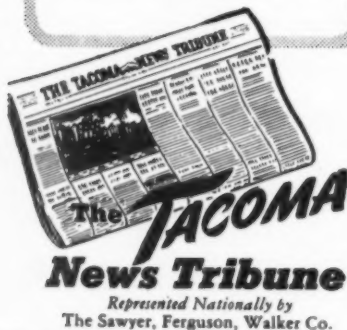


think
Twice
about
TACOMA

FIRST: The Tacoma-Seattle retail trading zones—the "Puget Sound Circle"—account for 55% of Washington State's total business volume. You must have *full* impact in this market—and you get that impact *only* when Tacoma, too, is effectively covered.

SECOND: Effective Tacoma coverage can't be had with outside newspapers. Facts prove: in Tacoma, the News-Tribune *alone* can do the job.

Write for latest circulation
and coverage figures—
or see
SAWYER, FERGUSON, WALKER CO.



Tips

The Spokane Market: It is rated one of the Nation's top markets, with nearly a million buy-minded residents. Covering 81,620 square miles, it has 75,843 farm families and 201,857 non-farm families. Its industrial growth is continuing. Total retail sales gain over 1939 is 244%; food store sales gain, 246%; drug store sales gain, 161%; general sales gain, 219%. The complete sales picture is shown in a report by *The Spokesman-Review* and *Spokane Daily Chronicle*. Write the newspapers, Spokane, Wash.

Pension Planning? If you are, there is a brochure, "Planning a Successful Retirement Program for Your Company," which explains the extent of liability you may be assuming, how to modernize existing retirement plans, how to design, install and supervise new plans. Copies may be obtained from Marsh & McLennan, 231 South LaSalle St., Chicago, Ill.

For European Businessmen: There's a booklet, "How to Get a Larger Share of the American Business Dollar," published by *The New York Times*, which offers a specific program of action. It reproduces an address given in Europe last summer by Dr. Eric W. Stoetzner, director of foreign business promotion of *The Times*. It emphasizes that advertisers abroad must make more use of U. S. price, product and market research methods if they are to increase their business in this country. Included are 12 charts interpreting facts about America's sales areas. Copies available from the newspaper, Times Square, New York 18, N. Y.

"The Teen Market": It's a 64-page report of a survey completed by *Senior Prom* (formerly *Calling All Girls*) among 515 subscribers and 485 newsstand buyers of the magazine. They were asked about their buying habits, hobbies, schools, their work, their activities in the home, what beauty care items they use, what they eat, what they read—in fact, just about everything any one would like to know about the teen market. Write to The Research Department, *Senior Prom*, 52 Vanderbilt Ave., New York 17, N. Y.

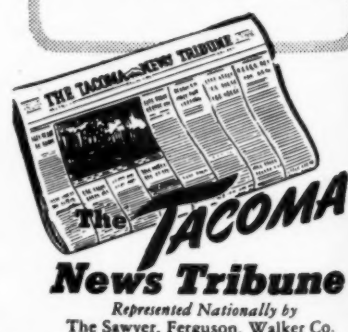


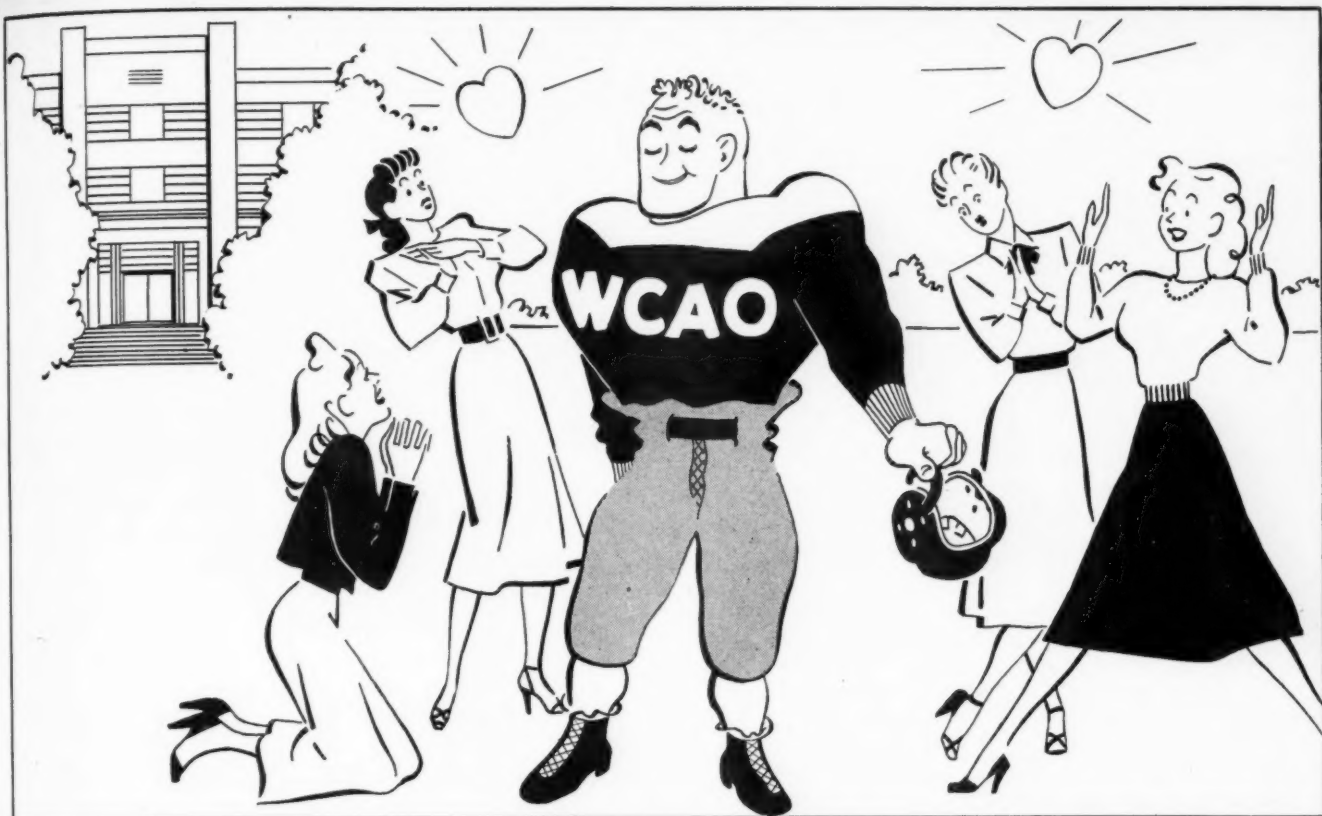
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Write for latest circulation
and coverage figures—
or see
SAWYER, FERGUSON, WALKER CO.





How Popular Can You Get?

The campus hero has nothing on WCAO these days. Smart advertisers take a gander at the super-colossal CBS programming job this Fall—and rightly figure that WCAO is a better buy than ever in the Baltimore market. ☆ Ask your Raymer representative about availabilities on some of these popular

WCAO local favorites—"MUSICAL CLOCK"—"HOLD EVERYTHING"—"YOUR FRIENDLY NEIGHBOR"—"AFTERNOON CAROUSEL"—"THE HAL VICTOR SHOW"—"SATURDAY NIGHT FROLIC"—and many others. It's a *bonus* audience—backed up by constant WCAO local promotion and showmanship.



... and every program and announcement on WCAO is duplicated on WCAO-FM (20,000 watts) at no additional cost to the advertiser!

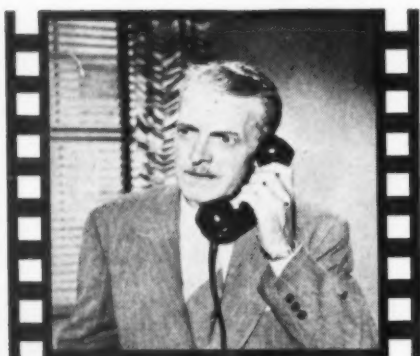
WCAO

"The Voice of Baltimore"

CBS BASIC • 5000 WATTS • 600 KC • REPRESENTED BY RAYMER

**"Do papers get
lost in YOUR
files, too?"**

**"They don't in OURS
anymore . . .
and here's why:**



"WE LOST A BIG ORDER! The Revere Company was one of our best customers — until the day I couldn't put my hands on our copy of that cost estimate I gave them. By the time we found it, and I called back, they'd placed the order elsewhere.



"TIME TO IMPROVE OUR FILING! At first I blamed the file girls. Then my office manager showed me that we had no system — everyone filed according to his own ideas! I decided to visit the filing experts — Remington Rand.



"I HAD A REAL CHOICE. After studying our routines, the Remington Rand man made recommendations — based on 8 different filing systems. I chose one tailored exactly for our needs — fast, simple, with foolproof filing controls.



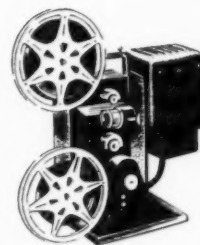
"THEY INSTALLED IT FOR US. We didn't even notice the changeover of systems being made! Remington Rand experts did the work for us — and even trained our personnel. We haven't "lost" a paper since our new system was installed."

**Free Movie Showing for Your Staff . . .
"IT MUST BE SOMEWHERE"**

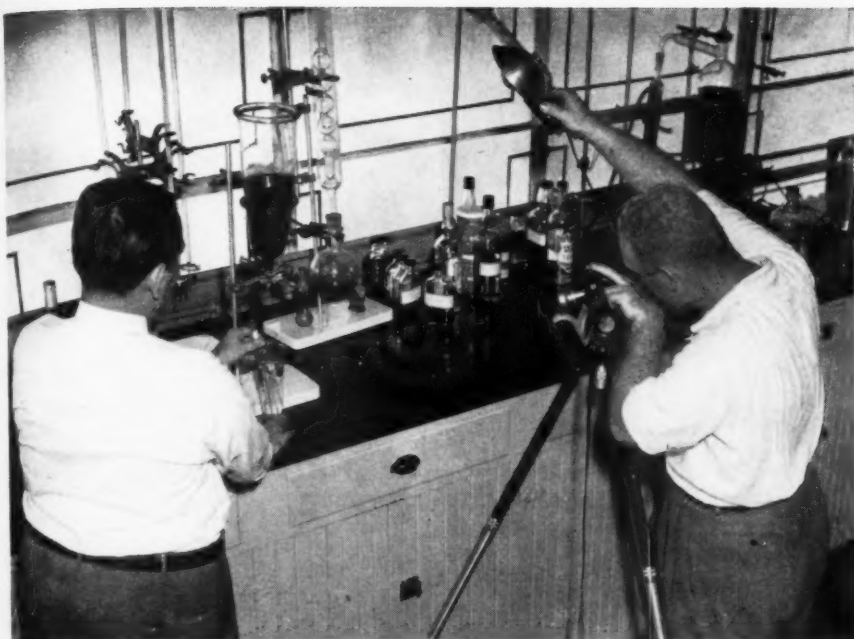
Send today for free folder describing the instructive new full-color movie on filing problems—"IT MUST BE SOMEWHERE"—acclaimed by business men and schools. Free showing may be arranged through your nearest Remington Rand office. Call today. Or write on your letterhead to Room 1197, 315 Fourth Ave., New York 10, N. Y.

**Systems—Photo Records
MANAGEMENT CONTROLS DIVISION**

Remington Rand



Copyright 1949 by
Remington Rand Inc.



WHY SLIDES? Colored slides present salesmen with realistic insight into laboratory controls. Bohemian Distributors find slides dramatic, more revealing than photographs in printed bulletins.

Recorded Sales Meetings Save Time & Money for Bohemian

As told to James H. Collins by **FRED A. GIARI,**
Sales Training Director, Bohemian Distributing Co.

Instead of six "live" confabs per year, this West Coast beverage distributor now "cans" his meetings and runs them on a once-a-month schedule. Meetings are long on ideas and merchandising. All salesmen hear the same story.

The Bohemian Distributing Co. handles three groups of products in the Pacific Southwestern states: Acme beer and ale, wines, and liquors. Up to a year ago it was our practice to hold "live" sales meetings in the towns where our 12 local companies had headquarters. These meetings took a great deal of time, entailed travel, and sapped energy, because several executives often went on the circuit.

"Live" meetings have always been effective in stimulating local sales forces, giving them the tools to sell. They were expensive, but until something more economical of time and money was available, were worth what they cost. Correspondence, long distance telephone talks, and other indirect stimulants did not produce the same results.

About a year ago we began to experiment with a canned sales meeting, a complete program in a box similar to that used for mailing radio transcriptions. Having used sound-slides in sales training, we believed that they could be adapted to sales meetings.

This meeting in a box has accomplished several things by way of improvement:

Our executives no longer go on circuit and there is a saving in their time and energy.

Money savings are substantial: A recorded meeting costs less than one-tenth that of "live" ones. To equip each of our 12 branch offices, where meetings are held, the initial equipment cost is approximately \$30 for a slide projector, \$20 for the screen, and \$50 for the record player. At the



MIXED DRINKS: Slides are used to show salesmen how to mix drinks. It's a step in training them how to sell related items.

STORY BOARD: Sales and production managers okay slides before film strip is released. Narration is on a tape recorder.



home office a tape recorder is also used to work out details of the script. All of this equipment, of course, can be used again and again. Production costs for the slides run about \$1 each. Cost of the first canned talk is around \$100, and copies cost approximately \$50. Usually two copies are made.

We are now able to stage sales meetings once a month, compared with six a year for the "live" meetings. The recorded meeting is shorter, takes less of the salesman's time: about a half-hour compared to a full hour or more. A recorded meeting makes a fast-moving presentation, is standardized. No points are overlooked here or badly presented there.

When we were able to hold meetings oftener, we found that they could be sharpened, each built upon a single theme, some method by which a salesman could sell more products by helping his customers to sell more.

Perhaps most important of all, we discovered that many sound-slide and film presentations of this type are full of frills. They are similar to what is produced in Hollywood, with music, pretty girls, sound effects, entertainment. We believe that half the effectiveness of our canned sales meeting has been achieved by cutting out these frills.

The best way to describe a meeting in a box is to follow the preparation of one which is done within our organization.

First step: What shall we spotlight? Saleswise, beverages are a good deal like food items. Ways of using them are a most effective kind of promotion. With food items, emphasis is placed on recipes and menus. With beverages, it is placed on suggestions for drinks and ways to serve them. The retailer who sells for home use, the caterer who sells on the prem-

ises, the host who entertains, are all interested in suggestions for ways to use and serve drinks.

Vodka was the product for one meeting. We first prepared a script, "Introducing Salty Dog," which was a new vodka drink. The continuity ran like this:

New drinks are constantly being concocted. A popular new drink creates new liquor business.

"Salty Dog" is a new vodka drink, simple to mix: just grapefruit juice, a jigger of vodka, ice cubes, salt sprinkled on top.

There are special glasses, with sea dogs and mutt dogs on them, tall, narrow. This is a cooling drink.

Films Show "How"

About one-fourth of the pictures showed how to mix the drink, at bars or at home. Then we went into the commercail side: what it costs to sell, the special glasses, the popularity of grapefruit juice. Over the bar a bottle of our Crown Russe vodka yields a good gross profit. Vodka used to be a slow-seller, but has gained popularity as Americans have discovered that it is not a fiery liquor, but is actually mild.

Then follow pictures showing bar and retailer use of point-of-sale aids for this new vodka drink, assuring liquor buyers that our company is putting promotion behind it.

For this meeting the pictures were all still life. Photographers make them in our laboratory, our own people setting up the "makings," the price cards and other material.

When the pictures are ready we dictate the sound continuity into a tape recorder, and play it back to various people who can point out obscurities, errors, statements likely to make trouble in certain local territories. Then the final sound record is made on a disc, synchronized with the slides. A click on the record indicates when each slide should be changed. The correct picture thus will be shown for each sound caption.

By cutting out frills and holding rigidly to the simple theme of each canned meeting, we have not found it difficult to conduct these meetings

SOUTHWEST VIRGINIA'S *Pioneer* RADIO STATION

BUSINESS *is* GOOD!

*January through September, 1949, the Roanoke Market appeared among the Top Ten in the U. S. three times:

5th in March

8th in April

6th in September

**Roanoke, same nine months, was a Virginia Preferred-City-of-the-Month *every* month. Business is UP 4½% over the same period in 1948!

WDBJ is a *preferred* medium in a year-'round *pre-ferred* market! Ask Free & Peters!

* Rand-McNally

** Sales Management

WDBJ

CBS • 5000 WATTS • 960 KC

Owned and Operated by the
TIMES-WORLD CORPORATION

ROANOKE, VA.

FREE & PETERS, INC., National Representatives



WHAT HAVE YOU WRITTEN THAT COULD BE PUBLISHED IN BOOKLET OR BULLETIN FORM?

Publisher (for 14 years) of the popular SELLING SIMPLIFIED SERIES by Leon Epstein will consider use-tested sales training material. Please do not send manuscript until requested.

Sales Research Institute, 103 Park Ave., N.Y.C.

SALES MANAGEMENT

within our own organization. At first we used music, sound effects, etc., believing that they added interest. For us, they do not and we have eliminated them.

Meetings run about an hour. From 15 to 25 salesmen attend each meeting. If they want entertainment, our sales audience can find it elsewhere. They generally sit through the canned meeting after or just before a hard day's work. They want to know about something that will appeal to their customers after inventory has been checked. They want the price situation reviewed. Dealing with the same customers week after week, with a good deal of routine, they want to be able to say: "Our new Salty Dog drink is upping vodka sales. There may be new business in it for you; here's what it does on the profit side."

With a new drink we find various accessory angles which can be profitably covered in the script. With "Salty Dog" grapefruit juice, which is important as a display accessory to the retailer as well as to the bar, California sales of that juice have doubled, showing its popularity—which helps sell drinks. Special glasses also help to dramatize the drink and sell it but may raise questions of cost.

Several times a year we build a meeting in a box for Acme beer or ale. In it there is nothing of news interest about the product itself. The script deals with the driver-salesman's opportunities for service to his customers, as in the script titled "The On-Sale Call."

The Story of Patrick

In some 50 scenes, in this case with actors engaged for the roles, our driver-salesman Patrick is shown at his day's work, calling at the Happy-Go-Lucky cafe, parking without accident, checking stock, chatting with the barman, rendering helpful services, making sales suggestions, leaving point-of-sale material, maintaining good-will with his cheerfulness, keeping good route records and using them to increase his business—and so on.

Results from these presentations are in evidence in the popularity of new drinks, in new uses for old liquors, and in the way salesmen use the sales techniques they have learned from the canned sales meeting.

We know that there is nothing startlingly new about these methods, except perhaps the employment of standard audio-visual equipment. By eliminating the frills we are able to reach our local sales organizations with sales meetings and talks by executives at low cost, with minimum demands on the salesmen's time—and on our own.

**NOW your company can
rent cars by the year**

SAVE

**the cost of cars
on repairs
on insurance
on license plates**

WITH THE WATERS FLEET-LEASE PLAN

IF YOUR company operates 5 or more sales or service cars, the New Waters Car Rental Plan can save you time and money. For a reasonable monthly rental, Waters will supply you with brand new Plymouth or De Soto cars—replacing them each year. Repairs you make are deductible from the rental and, if a car, at any time, becomes unfit for service, it will be replaced with a new one. Each car is completely covered with Fire, Theft and Collision insurance. License plates are supplied with the car. Any trademark or insignia for advertising or identification may be applied to the cars. They are your cars for one year, yet you are saved the initial capital investment. Tax problems of depreciation and obsolescence are eliminated. You no longer have to be an "automobile dealer" and find a market for your worn out sales cars.

If you would like to know how you can put a Waters Fleet on the road for your company, write for booklet WL-4 today.

Our Business Is Your Transportation

**James F.
WATERS**

**33-10 Queens Boulevard Stillwell 6-3300
LONG ISLAND CITY 1, N. Y.**

Golden Gate's Management Training School: What It Is, How It Works

"Private enterprise is today moving into a period wherein better management, particularly better sales management, is a prime requisite. To bring this about—to obtain management with a broader and more comprehensive view—private industry is going to draw upon a new source of aid: the exchange of managerial philosophies, techniques, and people's abilities."

Joseph M. Trickett, who expresses this belief, interrupted a successful career in business to accept the challenge of developing an executive training program which, in 1946, became The School of Management of Golden Gate College, San Francisco. The School of Management provides two education services: education of management and education for management. It is the former that Dean Trickett considers vital to private enterprise today; the latter represents the School's comprehensive undergraduate program in business administration.

Double Challenge

Training management presents a double challenge: (1) developing management people with more comprehensive vision of the interrelated parts and functions making up business; (2) bringing about a cross-fertilization of ideas and techniques among individual businesses.

How can we go about attaining this?

Dean Trickett believes that the most effective way is through carefully thought out programs of executive training, or, to use the term he prefers, "executive development." Although more and more management men agree upon the need for action in this area, the question arises in any company: How shall we go about it?

Harold E. Atkinson, assistant dean of the School of Management, says: "Events move too fast today for an educated man to stay educated through experience alone. New problems and new products, methods, and techniques with which to solve them daily confront the modern executive. To keep pace with them and with his competitors he requires periodic re-training. The most effective way to obtain this is through a development program which presents

There's something new in business education in the Far West: It's The School of Management at Golden Gate College in San Francisco. Here's a summary of the approach through which it hopes to spread management know-how.



WHY BUSINESS TRAINING AT COLLEGE? Business concerns are not set up as educational institutions and it is difficult to teach one's associates. Yet events take place too rapidly in business for executives to continue their education through experience alone.

the new in terms of the old—the answers in terms of the executives' on-the-job, day-to-day problems."

Most companies carry on some in-company training. Generally this is limited to the teaching of skills, for good reasons: First, the company is not in the business of education and is not equipped for the job; second, it is difficult to teach one's associates—the old story of a prophet being not without honor except in his own country.

On the other hand, the college campus usually is remote from the business whirl—in more ways than one. "An undergraduate atmosphere is not appropriate to the mood and needs of mature and experienced people."

What is necessary, both Dean Trickett and Assistant Dean Atkinson agree, is to take what is best from both the business and the academic approach, to provide a broad objective background and a comprehensive

overall-point of view—without getting off into pure theory. This can be done by having as discussion leaders and lecturers those who are participating in the business world, those who have had successful and comprehensive experience in a particular field, and who have demonstrated the ability to teach.

"It is imperative that business and industry be willing to let top men participate in programs like this," Dean Trickett emphasizes. To carry out such programs over the country for their common benefit, businesses must be ready to provide qualified instructors; that is, they must be willing to permit key management men to lend their aid as lecturers and discussion leaders, on a part time but continuing basis, much as physicians participate in clinics and medical school teaching for the good of their profession and the public. Further, business must assume some responsibility for the survival and success of

PREFERRED BY ALL

3



1

READERS—

In a survey to determine which farm magazine was liked best by rural families, National Analysts, Inc., found that of those reading Country Gentleman and one or more other leading farm magazines, Country Gentleman is preferred by nearly 2 to 1 over Farm Journal, by over 2 to 1 over Successful Farming, by over 6 to 1 over Cappers' Farmer!

2

DEALERS—

In an R. L. Polk survey of retailers in 8 major classes of business, dealers named Country Gentleman the "most effective force" in helping them sell rural customers—by 2 to 1 over the next farm magazine!

3

ADVERTISERS—

Country Gentleman is No. 1 among farm magazines—and 12th among all magazines—in advertising revenue!

REASON—

Country Gentleman provides more and better editorial content to help readers farm better and live better—presents this help better, on big Curtis 680-line pages—with all the inviting brilliance of color and illustrations by America's best artists and photographers. *Moral:* He who serves best profits most. (Presentation showing how Country Gentleman serves rural readers better will be gladly made by your Country Gentleman representative.)

In over half of all U. S. counties, Country Gentleman circulation exceeds that of the biggest weekly and biggest women's magazine.

The best people in The Country

turn to Country Gentleman for Better Farming, Better Living

DECEMBER 1, 1949

such programs by actively using these services as an acknowledged part of their management education programs; specifically, by enrolling one or more of their junior executives each year, on a continuing basis.

What sort of executive development programs should be aimed at? How can they be achieved? In the case of sales management, what should be the objectives and methods? Perhaps these questions can best be answered by a quick look at the work being done at Golden Gate College's School of Management. The

approach is fresh, flexible, and unencumbered by pre-conceived notions.

The School has two types of executive development programs: (1) single-company programs; (2) multiple-company programs.

Single-Company Programs: A company that puts a substantial number of its management and potential-management people in a development program naturally has a definite objective in mind. The first step in preparing such a program, therefore, is a conference between the dean and his assistant and the company manage-

ment to determine the specific goals which the company wishes to achieve. The answer could be one of several: better sales management, improved public relations, increased labor-management harmony, or lower production costs. We'll say, in this case, it is *better sales management*.

The School defines these objectives and then maps out a program for achieving them, a program especially designed for the particular company. Next, comes a unique and important part: numerous interviews by the School staff with a wide variety of people in the company. The purpose of these interviews is to collect material tying into the proposed outline of topics. This also provides a *feel* of the company's problems and determines the most workable approach. It results in a program that is custom-made for that company.

Questions Fully Developed

Questions for these interviews are thoughtfully prepared to permit digging-up the real problems involved. Take the question, "How do you think sales operations and expenditures could be better controlled?" This question may be asked of various company executives in several ways. How such procedures are handled in the company, and how the various executives think they should be handled can be balanced against, or integrated with, procedures the School already has in mind. The same process is followed through the whole range of questions peculiar to sales management and basic to the development of broader-gauged sales management people.

The next step in preparation of the development program is to assemble the notes, by program topic, so that copies can be given to all individuals who are to lead the discussions. Pre-program conferences of the lecture staff are then held to clarify the notes, to prevent over-lapping, to absorb the "feel" of the company and its problems, and to become familiar with the material and the terminology.

Assistant Dean Atkinson emphasizes: "A company wants new ideas and fresh approaches and will accept them readily, provided they are presented in terms of the industry or business in question and in words that 'ring the bell' with them."

In program sessions lecturers or discussion leaders take over their several subjects from inception to completion. Dean Trickett and his assistant are present to co-ordinate and integrate the program and act as chairmen-moderators.

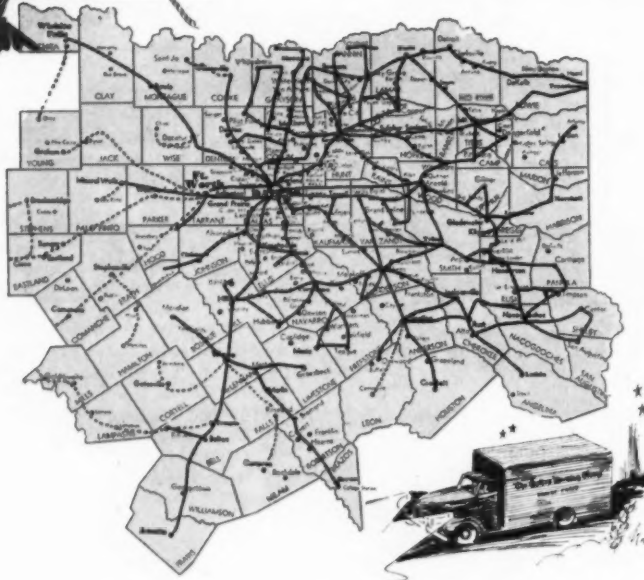
Multiple-Company Programs: In

SALES MANAGEMENT

Breakfast time home delivery in 218 Texas towns



ALONG THE MOTOR ROUTES
OF THE DALLAS NEWS



Did you know that The Dallas News coverage of white families in Kilgore (in the heart of the East Texas oil fields) is over 51%? This is but one of 218 Texas towns where The News gives an average coverage of 45% of white families! Moreover, Dallas merchants report that 40% of their volume originates out of Dallas County. No other paper gives such coverage in these communities. Write for interesting new survey.

CRESMER & WOODWARD, INC., Representatives:
New York, Chicago, Detroit, San Francisco, Los Angeles

The Dallas Morning News
TEXAS' LEADING NEWSPAPER

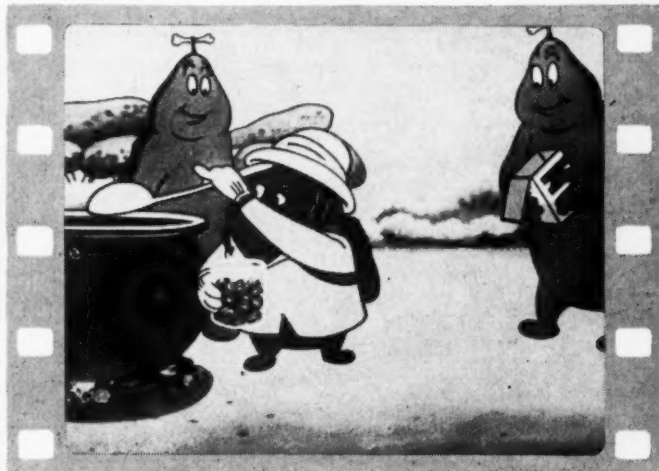
Sunsweet Sells Prunes With Spot Movie Ads in Theatres

Agency: Long Advertising Service

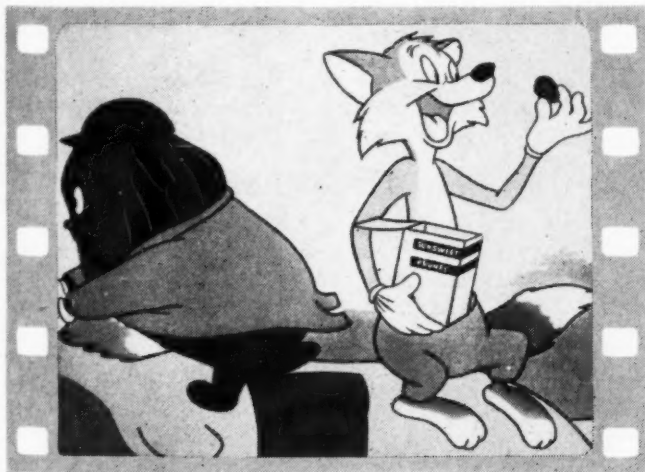
Producer: All-Scope Pictures, Inc



NEW STAR who sells as he amuses is now appearing on the screens of leading movie theatres from coast to coast. He's "Sunny Sweet," star of the Technicolor Cartoons used by California Prune and Apricot Growers Association to sell Sunsweet 'Tenderized' Prunes to the housewives of America.



SUNSWEET CARTOONS are like the regular Hollywood cartoon shorts. They're a part of the regular program. That means virtually undivided attention of the movie audience. On these relaxed, receptive prospects, Spot Movie Ads do a three-way selling job — by sight, by sound, by action.



EVERY MOVIE TECHNIQUE can be used in Spot Movie ads to dramatize, punch home your selling message. You can use color cartoons, color photography, or black and white cartoons or photography. You can have special effects, dramatized or animated displays.



SPOT MOVIE ADS can be spotted in selected theatres in selected markets or used coast to coast in over 13,000 theatres. They can feature your local distributors or dealers. And Movie Advertising Bureau Members can handle all details for you.

ATTENTION SALES EXECUTIVES! Get all the facts about Spot Movie Advertising. Call or write for your free copy of The Story of the \$100,000 Continuing Study of Theatres for Movie Advertising.



NATIONAL OFFICES

NEW YORK
70 E. 45th St.
Phone: MUrray Hill 6-3717

CHICAGO
333 N. Michigan Ave.
Phone: ANdover 3-3022

NEW ORLEANS
1032 Carondelet St.
Phone: Magnolia 4545

KANSAS CITY
2449 Charlotte St.
Phone: Harrison 5840

CLEVELAND
460 Leader Bldg.
Phone: Main 9333

SAN FRANCISCO
870 Market St.
Phone: YUkon 6-6164

MEMBER COMPANIES

UNITED FILM SERVICE, INC. • MOTION PICTURE ADV. SERVICE CO., INC.

The \$600 Test Manufacturers Advertisers Agencies

GIVE US TWO WEEKS WITH YOUR PRODUCT

and your copy and we'll give you the answer (for \$600) that might have cost you \$60,000 to learn through trial and error. No one advertises without pre-testing the product and market, and no one should advertise without pre-testing the advertising. Our \$600 Intensive Test does both. There's no patent on our method either; it's pure common sense. For the price of one market we advertise with three to see which market responds best to your product and copy. For two intensive weeks we are prepared to deliver your product to these markets for \$600.

THE CITY MARKET

Radio is our medium; WZIP to be specific, because WZIP has a healthy slice of the Cincinnati market as well as Northern Kentucky, the huge "dormitory" for the Queen City. You'll know whether your copy is aimed best at the city people or . . .

THE RURAL MARKET

For other than a huge metropolitan area, WZIP reaches out beyond Cincinnati to hold the farm regions of Ohio, Indiana, and Kentucky with programs that are "listening musts" for the wealthy rural belt. But that's not all. You will also test . . .

THE NEGRO MARKET

WZIP has the core of the Negro market in Greater Cincinnati with programming which establishes a premium of "consumer acceptance" for this untouched group. Three great markets to pre-test your product and copy before going national.

BUT NOT JUST A BLANKET

We don't merely "air" it and see what comes in. We have specific programs developed . . . specific times of the day . . . all pre-tested so that the reaction to your product and copy in each market is a definite answer when interpreted on our normal experience curve.

AND FURTHERMORE . . .

We can aid with merchandising problems during the \$600 Intensive Test if you have no established outlets in that area. In nearly every case our Intensive Test will bring the answers to—Is my Product right? Where is my market? Will my copy sell? You will know and you will know in two weeks. For more details on our \$600 Intensive Test (maximum, commissionable) write, wire, or call Richard Perry of W. S. Kirkland, Advertising, 104 South Michigan, Chicago. ANdover 3-3535.

the preparation of the multiple-company programs the approach is similar. The difference is that they are designed with active advice and assistance from executives of a number of companies in the area. Members of the School's advisory board are drawn on, as well as experts from the outside. Rather than one company's problems, current problems of business are studied and case histories provided. What the School calls a "management point of view" is stressed and an attempt is made to broaden the functional and occupational horizons of the participants. Unlike the single-company programs, which may be given at arranged places and times to meet the convenience of the firm, the multiple-company programs are held at the College and the sessions are on a part-time basis.

Unique Characteristics

Both types of program have common characteristics which are unique. We have seen how the pitfalls of excessive theory on one hand, myopia and routine attitudes on the other, are avoided through having the programs designed by business executives in collaboration with the College.

A second important step in doing away with mental barriers in the education of adults is the removal of "classroom atmosphere." The groups are kept small, limited to between 20 and 30. Participants sit informally around a table. They may smoke if they wish. While the atmosphere is informal, it is by no means lax. Discussion leaders go in with a definite theme, a rich fund of information, a firm program, and definite objectives. There are no textbooks. Instead, current business literature is utilized. The subject of each session usually is tied in with a current business article reprint, copies of which are distributed to the participants. Brass tacks immediacy is given to the sessions by bringing in as discussion leaders, executives from various companies, "men who are currently having 'firing line' experience," and by the study of case material and current problems and techniques assembled from businesses in the area.

"One thing we have found important in these programs," Dean Trickett points out, "is the awarding of 'Certificates of Completion' to those completing the program. This is accompanied by a brief, simple ceremony at the final session."

Having taken a look at the methods of preparing a "better sales management" program and carrying it through, let us see what can be

achieved. An outline, as sketched by the College staff, might look like this:

1. *To increase the effectiveness of each individual as a member of the company management team through a consideration of:*

- (a) The over-all objectives of the company.
- (b) The importance of sound company management.
- (c) The objectives of the sales function in the company.
- (d) The responsibilities of sales management at each level.

2. *To increase the effectiveness of each individual as a sales manager through a discussion of the techniques of:*

- (a) Recruiting and selecting competent sales personnel.
- (b) Training sales personnel.
- (c) Motivating the sales force.
- (d) Co-ordinating people and activities within his unit.

3. *To increase the effectiveness of each individual in building and maintaining customer and public good-will through discussion of the ways and means of:*

- (a) Maintaining sound customer relations.
- (b) Promoting the company as "a good citizen" in the community.
- (c) Representing the company in public affairs.

Each of the above subjects would represent a separate session, or series of sessions, under a discussion leader.

Useful Approach Important

To achieve a useful approach to the development of management people, both Dean Trickett and his assistant are agreed: "We should go into it with plenty of questions but no ready-made answers." That is where an executive training program, divorced alike from the academic and the in-company approach, can prove its greatest value. Schools or colleges of business administration, Dean Trickett believes, "can provide a clearing house of philosophies and techniques and a cross-fertilization among businesses which will help produce broader-gauged management people."

This requires a freer and more generous sharing of both management techniques and of individuals capable of communicating and teaching them. We cannot have really effective sales executive training without this sharing of knowledge and men. And on this training for better management, Dean Trickett emphasizes, depends the future of private enterprise.



IBM Service...

FOR THE SMALL OR LARGE FIRM

Small firms and great corporations alike are benefiting today from the services provided by one or more IBM products.

These include electric and electronic accounting and calculating machines, all-electric typewriters, and electric time systems with electronic self-regulation. Services provided by many of these products are available through local IBM

Service Bureaus, as well as individual customer installations.

IBM's precision products are meeting the specific needs of both large and small organizations—economically—and with an equally high degree of efficiency. Regardless of its size, each business receives the same quality service identified with IBM throughout the world.

IBM

INTERNATIONAL BUSINESS MACHINES CORPORATION

World Headquarters Bldg., 590 Madison Ave., New York 22, N. Y.

Media and Agency News

RADIO

At its meeting in New York City, November 18, the board of directors of the Broadcast Measurement Bureau discussed various proposals for continuation of station and network audience measurement, among them recommendations of the Association of National Advertisers, the American Association of Advertising Agencies, and the National Association of Broadcasters.

According to announcement, the BMB board acted favorably on the proposal developed by the NAB Committee on Audience Measurement with certain conditions expressed in the following resolution adopted by the BMB board:

"Whereas, the A. N. A. has expressed the need of advertisers for continuance of audience measurement studies and,

"Whereas the A. A. A. A. has expressed a similar need on the part of advertising agencies, and

"Whereas, the BMB board has received a program recommended by the NAB board providing for continuation of station and network audience measurement and research, and is in agreement with the proposed plan subject to the condition that whatever organization is formed to carry out such a program will be so organized as to provide for tripartite participation under conditions that will assure the research integrity of the work to be performed, be it

"Resolved, that the officers of the BMB are authorized to advise upon the details of such a program with representatives of the Associations representing the advertisers, advertising agencies and broadcasters; and be it further

"Resolved, that in order to effectuate this program the officers of BMB are empowered to continue the present organization and provide for its dissolution by July 1, 1950, provided that prior to final dissolution suitable provision is made for the servicing of the First and Second Studies and for the discharge of BMB's liabilities as then ascertained."

In passing the resolution, the board took the firm position that nothing should be done to interrupt the production of Study No. 2 and the continuation of its plans for the servicing of this study. Justin Miller, president of NAB, assured the board that NAB would continue to make available the services of Kenneth H. Baker, NAB director of research, to administer the Bureau's affairs.

TELEVISION

A study of television station rate practices has been completed by the Broadcast Advertising Bureau and is

currently being mailed to member stations.

This analysis of the television industry's developing rate structure was made by BAB at the request of its Television Standardization Group, a committee which has been drawing up standard rate card and contract forms to recommend to TV stations.

Dealing with discounts, time classifications, relationship of rates for various programs and announcement lengths, facilities charges, rate protection, agency commissions, and related subjects, the study found a large degree of similarity between radio and television station rate customs. However, several notable differences were discovered.

Rate guarantee periods, for instance, are much shorter in television, reflecting the constant and rapid increase in the number of sets served. Six months is the most frequently accepted rate protection in television, although considerable variation does

result from different methods of measuring the six months.

Most notable of all the differences arises from the relative complexity of staging television programs. A large majority of TV stations make an extra charge, in addition to their time rate for use of studio equipment and attendant personnel. A substantial number of these stations also charge for use of their film projection facilities.

This study, begun in the late summer, was based on the rate cards of all stations which were on the air at the beginning of July.

Copies are being mailed to all television members of NAB, parent organization to BAB, plus nearly 200 AM and FM members who are either permittees or applicants for television stations, and associate members who are concerned with television sales. Other members may obtain a copy by writing BAB, and additional copies are available for one dollar each.

That the integrated commercial is most effective and demonstration apparently relatively ineffective, is a tentative conclusion drawn by an analysis of the first two months of the Starch Reports of Television Commercials.



Advertising Men Honor Immortals

The names of ten men, now deceased, who helped to elevate the standards of advertising have been inscribed on an Advertising Hall of Fame plaque in New York's Advertising Club. The choice was made by a board of ten judges, of whom six are shown above: Allan T. Preyer, Morse International, Inc.; Henry T. Ewald, Campbell-Ewald; Ralph S. Butler, General Foods Corporation, retired; John Benson, A.A.A.A., retired; Colonel Gilbert T. Hodges, New York Sun; C. B. Larrabee, *Printer's Ink*. In the background is Ex-President Hoover who was a speaker at the November 14 dinner held jointly by the Advertising Federation of America and the Advertising Club of New York.

The ten immortals are R. C. Ayres, pioneer West Coast advertising man; Cyrus H. K. Curtis, publisher; Alfred W. Erickson, McCann-Erickson; William H. Johns, B.B.D.&O.; Lewis B. Jones, Eastman Kodak; E. T. Meredith, publisher; John Irving Romer, *Printers' Ink*; Walter A. Strong, *Chicago Daily News*; John Wanamaker, Philadelphia merchant.

Jack Boyle, Starch's TV director, warns, however, that these are preliminary findings subject to modification as more data and evidence accumulate. Comparisons are based on the percentage of viewers over the non-viewers who would buy the brand advertised. These are the percentage ratings for the several types of commercials: integrated 80%, dramatic 72%, cartoon and stop motion 63%, demonstration 25%, service (time and weather) 14%. These did not necessarily follow the degree of liking the commercials. For example, the service commercials ranked high on liking but low on acceptance, while the integrated commercials ranked high on each. There were exceptions on both ends within each group which points toward the necessity of a closer study of how best to handle each type.

Another interesting comparison was the relation between liking and disliking and brand acceptance. All the commercials in the October report were divided into three equal groups, the best liked, the least liked and the middle third. On brand acceptance they ranked as follows: best liked 79%, middle group 72%, least liked 53%. There is definite, though still tentative, evidence here that the "irritate and sell" school of advertising may not have so great an application to television as to some other media.

MAGAZINES

Modern Romances reader families buy over 20% more food and grocery products than average United States families, according to the first Dell-National Family Food Survey just published by Dell Modern Group (*Modern Romances*, *Modern Screen*, *Screen Stories*). Prepared for Dell by National Family Opinion, Inc., this survey is the first in a series of studies designed to fill the increasing demand among advertisers and agents for specific market information on which to base media selection.

The survey reports on 112 different food and grocery products and is



ALLAN TAYLOR named advertising director, *Seventeen* and Magazine Div., Triangle Publications.

TENTH IN THE NATION IN TOTAL ADVERTISING LINAGE!

As measured for first nine months of 1949 by Media Records, Inc.

Total Advertising of First Fifty Newspapers (Both six-day and seven-day papers)

	Lines
1. Chicago Tribune (M & S)	30,402,782
2. Milwaukee Journal (E & S)	29,672,636
3. Washington Star (E & S)	26,763,926
4. New York Times (M & S)	25,948,317
5. Miami Herald (M & S)	25,787,000
6. Detroit News (E & S)	25,253,694
7. New York News (M & S)	24,963,902*
8. Los Angeles Times (M & S)	24,932,053
9. Baltimore Sun (E & S)	24,759,362
10. HOUSTON CHRONICLE (E & S)	24,739,850
11. Philadelphia Inquirer (M & S)	24,704,667
12. New Orleans Times-Picayune & States (M & S)	24,186,214
13. Dallas Times Herald (E & S)	23,379,233
14. Minneapolis Star & Tribune (E & S)	21,689,655
15. Akron Beacon Journal (E & S)	21,635,159
16. St. Louis Post Dispatch (E & S)	21,218,222
17. Cleveland Plain Dealer (M & S)	20,838,944
18. Dallas News (M & S)	20,732,989
19. Philadelphia Bulletin (E & S)	20,703,859
20. Indianapolis Star (M & S)	20,613,989
21. Newark News (E & S)	20,404,067
22. Dayton News (E & S)	20,369,776
23. Toledo Blade (E & S)	19,695,386
24. Pittsburgh Press (E & S)	19,277,641
25. Birmingham News & Age Herald (E & S)	19,238,671
26. Atlanta Journal (E & S)	19,184,983
27. Los Angeles Examiner (M & S)	19,159,168
28. Syracuse Herald Journal & American (E & S)	18,990,958
29. Memphis Commercial Appeal (M & S)	18,971,711
30. Columbus Dispatch (E & S)	18,917,340
31. Boston Herald (M & S)	18,525,491
32. St. Paul Pioneer Press & Dispatch (E & S)	17,776,807
33. Cincinnati Enquirer (M & S)	17,697,455
34. Louisville Courier-Journal (M & S)	17,631,566
35. Oakland Tribune (E & S)	17,324,304
36. Denver Post (E & S)	17,107,970
37. Seattle Times (E & S)	17,057,453
38. Houston Post (M & S)	16,827,663
39. Buffalo Evening News (E)	16,791,989
40. Rochester Democrat & Chronicle (M & S)	16,684,478
41. Cleveland Press (E)	16,672,830
42. Washington Post (M & S)	16,221,662
43. Washington Times-Herald (D & S)	15,594,123
44. Baltimore American & News Post (E & S)	15,499,544
45. Nashville Tennessean (M & S)	15,287,725
46. San Francisco Examiner (M & S)	15,283,657
47. Youngstown Vindicator-Telegram (E & S)	15,159,867
48. Boston Traveler (E)	15,050,682
49. Boston Globe (M & S)	15,041,054
50. New York Herald Tribune (M & S)	14,871,094

*New York News linage includes 5,830,359 lines of split-run advertising, which actually places The Houston Chronicle ahead of this paper.

If you want to sell the great and growing Houston market at lowest cost — use the one paper that has proved and demonstrated its leadership for 36 consecutive years.

The Houston Chronicle LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 36 CONSECUTIVE YEARS

based on a two-week diary of purchase kept by the Dell-National Consumer Panels. These recently announced panels are made up of a total of 2,400 families, 1,200 of whom represent United States families by age, income, city-size, geographical area and 1,200 of whom represent Dell Modern Group reader families by the same standards.

According to the survey, *Modern Romances* families bought 52% more biscuit mix than United States families; 55% more canned meat; 16% more canned soup; 27% more candy



SKETCH of new building erected for *The American Home Magazine* located in Kew Gardens, N. Y. Editorial and advertising offices remain in N. Y. City.

PEORIAArea
A MIGHTY Market
 \$492 Million
 Retail
 Sales
for Your "A" Schedule

PEORIA, Illinois
 (On Lakes-to-Gulf Waterway)

**An Industrial City in the Heart
 of a Rich Agricultural Area.**
**Since V-J Day, Retail Sales are
 UP 87.8% (\$247 Million in 1948)**
**Industrial Workers are UP 14.5%
 (45,687 as of July 1, 1949)**

TEST CITY U.S.A.

Peoria
JOURNAL-STAR
 PEORIA NEWSPAPERS, INC., Agent.

National Representatives - WARD-GRIFFITH CO., INC. - Offices in Principal Cities

bars; 30% more bath and toilet soap; 32% more evaporated milk; 282% more milk fortifiers. Of the 112 items reported on, *Modern Romances* shows a distinct advantage in 81 of them.

BUSINESS MAGAZINES

The *American Druggist* has decided to dramatize its service to drug store operators by publicizing a continuing editorial feature called "The Silver Dollar Jackpot—a new clerk-ing idea."

The feature hits hard at the serious problem facing both manufacturers and retailers today. Retail salesmen aren't selling. To help this problem, *American Druggist* developed a sales-training idea. Feature articles promoted this idea to every independent drug store in the United States, every manager of a chain drug unit, executives in department stores having drug departments, and chain store headquarters.

Each month a roving reporter tells how drugstore salesmen missed opportunities for related item sales. He gives silver dollars to those rare salesmen who mention related items, or at least try to trade up a sale in some fashion.

Then, in October, *American Druggist* contained an article announcing



APPOINTED: W. A. Rosen (left), former advertising director of *Seventeen*, and J. Reiss, (right) who was New York advertising manager of *Life*, are named, respectively, to the posts of Eastern advertising manager of *Flair* and advertising director of *Quick*.

SALES MANAGEMENT

the conversion of this Silver Shopper idea into a jackpot of valuable prizes which will be awarded each month to the salesperson who did the best job of trading up the Silver Dollar Shopper's purchase.

In promoting this editorial feature to advertisers and agencies, E. W. Timmerman, publisher, and Wallace Forster, sales manager, decided on an intensive four-part campaign, to be concentrated within a three-week period.

The first promotional piece was a teaser. An empty magazine wrapper was sent to advertiser and agency lists. On it was surprinted in red, "This wrapper may look empty . . . but read inside."

Inside a brief message gave the forthcoming editorial article a build-up and urged advertisers and agency people to look for it when they received their copy of the *American Druggist*.

Then came the October issue of the magazine itself, in the same wrapper, and again the surprinting referring to the Silver Dollar Jackpot.

Finally came an impressive four-page, two-color folder on heavy stock. A silver spinning coin, about the size of a silver dollar, was pasted on page 1 of the folder. It carried the message, "*American Druggist* Silver Dollar Jackpot . . . to pep up retail selling," on one side; on the other, the theme of the editorial effort called "Quick dollars for quick clerks." The folder itself went on to explain just what *American Druggist* was doing in terms of editorial help to cope with the retail selling and how advertisers could tie-in with it.

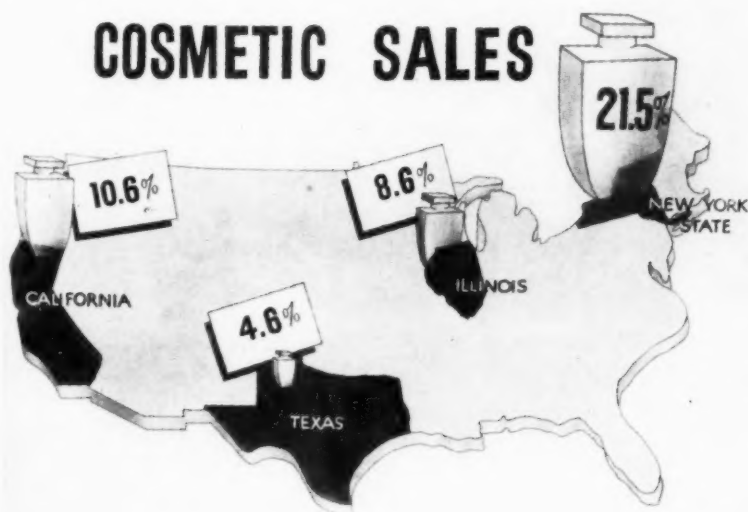
At the same time, all *American Druggist* space salesmen had been

provided with the "Silver Dollar Spinner Coins." These gave them an opportunity to describe the editorial feature on each sales call and to tell what it meant in terms of high readership and advertising opportunity. It also gave them something to leave behind with advertisers and agency people to remind them of this story and to tie-in again with the two promotional pieces and with the October issue of *American Druggist*.

Fifty-nine business papers already have pledged a total of 428 pages for 1950 in support of public service campaigns by The Advertising Council. The pledges, ranging from eight to 12 pages per year per publication, all resulted from the special November meeting of the Business Paper Advisory Committee of the Council. The Committee is following up the meeting by asking the publishers who did not attend to join the business paper "pool" in support of public service advertising by the Council. Special copy, prepared by the Committee, is now being completed on four campaigns: American Economic System, Industrial Safety, United America (combatting group prejudice), and Fight TB (promoting preventive chest x-rays).

NEWSPAPERS

Chapters of the National Industrial Advertisers Association are preparing a series of 36 advertisements designed to give top management information on the value of industrial advertising for more efficient selling. *The Wall Street Journal* will begin



DEPICTING United States dollar markets to European business men, Dr. Eric W. Stoetznor, director of foreign business promotion of *The New York Times*, used graphic maps showing heavy potential of New York State and the "15-State" area.

All the Significant News of business, industry and finance



THE Journals of Commerce

TOP MANAGEMENT'S
GOOD RIGHT HAND

53 Park Row, New York 15, N. Y.
12 East Grand Ave., Chicago 90, Ill.



EUGENE I. HARRINGTON, heads Harrington-Richards, West Coast Division of Fletcher D. Richards, Inc. He was founder and president of Harrington, Whitney & Hurst, Inc., united with the N. Y. agency.

publishing the series within a few weeks, without cost to N. I. A. A. or to its affiliates. Details have been released by Schuyler Hopper, president of Schuyler Hopper Co., New York City advertising agency, who is chairman of the N. I. A. A. Committee on Industrial Advertising Effectiveness.

Each of the advertisements, measuring two-thirds of a page, will be prepared and plated by a different N. I. A. A. chapter. Insertions are expected to appear approximately every other week, and are intended to create a wider understanding of industrial advertising and the contribution it is making to American industry.

The Wall Street Journal will make available reprints of each advertisement in limited quantities. Business papers and general news magazines will be asked to cooperate by reprinting as many of the advertisements as they care to for the benefit of their own readers.

"The most serious problem confronting N. I. A. A. members," Mr. Hopper pointed out, "is the lack of understanding on the part of top management as to the importance of good industrial advertising. Now, for the first time in its history, N. I. A. A. has an extraordinary opportunity to do something about this problem. In effect, we have been handed, with no strings attached, an advertising budget of \$68,000 for the sole purpose of educating top management."

Bernard Dolan, merchandising manager of Peter A. Frasse & Co., steel distributor, and N. I. A. A. president, emphasized the importance of the project to business generally.

"By pooling the talents of the members of our chapters in the United States and Canada, we shall produce sound and well-documented proof to industrial management of the profit-making power of good advertising. . . . Recent searching studies conducted by N. I. A. A. have immeasurably strengthened our ability to produce solid advertising and to demonstrate its power to sell goods."

Members of the Committee, in addition to Mr. Hopper, include: Robert J. Barbour, Bakelite Corp.; William K. Beard, Jr., executive vice-president of Associated Business Publications; Adin Davis, Worthington Pump & Machinery Corp.; R. Davison, New Jersey Zinc Sales Co.; Arthur H. Dix, Conover-Mast Publications; Bernard Dolan and Blaine G. Wiley, president and executive secretary respectively, of N. I. A. A. (ex-officio).

European business men seeking to increase their sales in the United States, or to enter the United States



JOHN T. BURKE named vice-president in charge of new business, Chambers & Wisell, Inc.

market for the first time, may find suggested a specific plan of action in a new booklet just published by *The New York Times*.

The booklet, "How to Get a Larger Share of the American Business Dollar," reproduces an address given in Europe last summer by Dr. Eric W. Stoetznier, director of foreign business promotion of *The Times*. Dr. Stoetznier delivered his talk before important trade and advertising groups in 10 European countries last August, September and October.

The Times booklet points out—as did a report of the ECA released October 22—that advertisers abroad must make more use of American price, product and market research methods if they are to increase their business in this country.


Referring to the large gap between exports from the United States and imports into this country, Dr. Stoetznier points out that one of the most important facts missed by business men abroad who have tried to increase their United States sales is the necessity of market research.

KCMC

239,330 PEOPLE
LIVE WITHIN KCMC.05M¹/₄ AREA

and

KCMC-FM



KCMC HAS more listeners (daytime or night) in Texarkana than all other stations combined. (Source: Conlan Survey.)

1949 MARKET DATA			
City Population	52,000	Radio Homes	34,383
Greater Retail Market	239,330	Retail Sales	\$36,835,000
Families	61,103	No. of Retail Stores	2,302

Frank O. Myers, Mgr. Representatives: Taylor-Boroff & Co., Inc.

Market data: Sales Management Survey of Buying Power; Copr. 1949. Further reproduction not licensed.

"Few European business men," he declares, "have taken the opportunity to first find out where their largest potential markets lie before putting their sales strategy to work."

The *Houston Chronicle's* Consumer Panel, just released in its third edition, makes available to advertisers long range comparative market trends in the Houston, Tex., area. This third edition represents 18 months of survey work (reported in three separate six-months periods) by Alfred Politz Research, Inc., and offers the advertiser concrete product trend analyses. The third report, which also includes the information contained in the first two, offers a chance to compare the brand preferences in each of the three six-month periods, thereby giving a trend over the last 18 months.

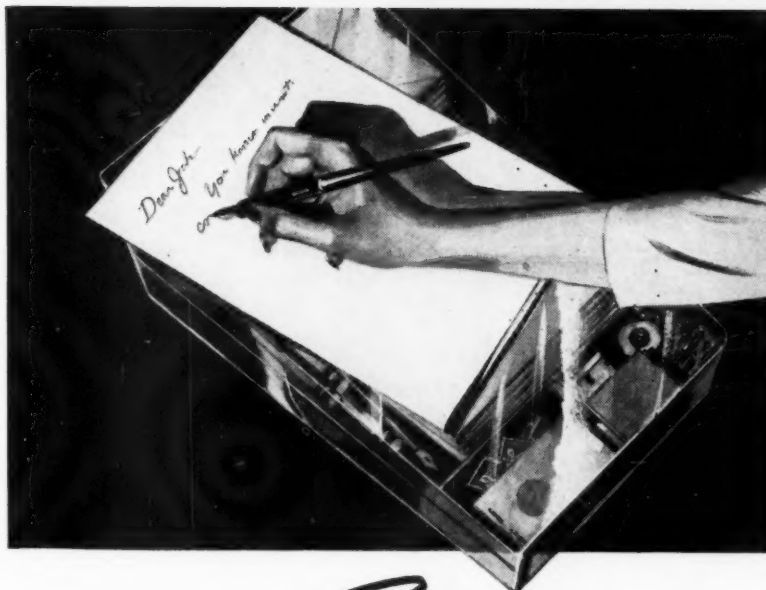
Included in report No. 3 for the first time are three new commodities: bread, milk, and floor wax. Eliminated from the report this time are alcoholic beverages and automobiles.

The report is available, at no cost, to advertisers or their agencies, and is available through *The Chronicle* or its representatives.

AGENCIES

Richard A. Cullinan, a vice-president of Albert Frank-Guenther Law, Inc., has been elected a director of the agency which he has served since 1929 . . . Kenneth S. Loring is newly appointed director of merchandising, product and sales training programs for Ross Roy, Inc., Detroit . . . Elected vice-presidents of Kenyon & Eckhardt, Inc., are Hal Davis, publicity director for the agency, Robert D. Wolfe, manager of its Hollywood, Calif., office, and Donald C. Miller, manager of its Detroit office . . . John Wolcott has joined Gray & Rogers, Philadelphia, as research director . . . William L. Newton, has joined Geyer, Newell & Ganger, Inc., as group merchandising executive.

Accounts: American Stove Co., St. Louis, to Krupnick & Associates, Inc., same city . . . Rochester Products Division of General Motors Corp., Rochester, N. Y., to Campbell-Ewald Co., Inc., Detroit . . . The Grove Laboratories, Inc., St. Louis, to Sullivan, Stauffer, Colwell & Bayles, Inc., to handle its new anti-histamine product, Antamine . . . Inland Steel Co. to Weiss and Geller, Inc., Chicago, effective January 1, 1950 . . . Rolls Razor, Inc., to Anderson, Davis & Platte, Inc.



How to keep Stationery from becoming Stationary

(Or . . . What keeps your product on the move?)

Suppose your sales problem were to move letter paper . . . or pens and pencils . . . or both.

Wouldn't an idea of this sort help? Package your products in a *writing kit* molded of Monsanto's Lustrex . . . the quality polystyrene. With separate compartments for paper, envelopes, pen and pencils . . . even spaces for an address book, stamps, paper clips.

This writing kit isn't on the market now. But, it's typical of what happens when you add a sales-winning package to *your* sales thinking on the products *you* sell, whatever they may be.

That's why it pays to look again . . . now . . . at your product and ask yourself: "What added sales appeal can a plastic package bring?"

Is it color . . . opaque or transparent to stimulate full-view "impulse buying" display? Is there an extra appeal in the re-use possibilities of a plastic container? Is yours a production problem . . . which Monsanto Plastics can answer with fast, one-shot, automatic mass-production molding or inexpensive fabricating techniques?

Whatever the need, chances are you will find the answer in Monsanto's broad line of plastics materials . . . translucent or bright-colored Lustrex (polystyrene), rich, dark-colored Resinox (phenolic molding compound), or full-view, clear or tinted Vuepak (cellulose acetate packaging material).

WHAT IS YOUR PROBLEM?

You probably are not in the stationery business, but it will pay you to *write today* for full information on Monsanto Plastics for packaging and for top-notch technical assistance in solving your packaging problems. The coupon is for your convenience.

Resinox, Vuepak, Lustrex: Reg. U. S. Pat. Off.



SERVING INDUSTRY...WHICH SERVES MANKIND

MONSANTO CHEMICAL COMPANY
Plastics Division, Dept. SMP 19
Springfield 2, Mass.

☐ Please send me your illustrated booklet, "Package in Plastics."

☐ I have a packaging problem that plastics might solve. Please have your representative call.

Name _____ Title _____

Firm _____

Address _____

City _____ Zone _____ State _____

HIGH SPOT CITIES

Retail Sales Forecast for December 1949

Retail sales volume in the U. S. will probably reach a level of \$12.7 billion in December of this year. Although representing the highest level of the year, this performance will fall short of last year's all-time record peak level by over 3%. This may be a rather disappointing showing in view of the expectations (or rather hopes) of merchandisers that a last-minute seasonal upsurge will lift pre-Christmas sales high enough to compensate for lagging sales over the past 6-month period. Such hopes were founded on anticipated effects of Veterans' insurance dividend payments totaling nearly \$3.0 billion and scheduled for distribution in the next quarter year period, and also on increased trade activity following settlement of coal and steel strikes.

There has been some evidence of a pick-up in retailing, over and beyond the usual seasonal rise, and sales volume for the full year will probably total \$128.3 billion, as against the 1948 all-time high of \$130 billion. With respect to these figures, some comfort may be gleaned perhaps from the fact that, if the recession in trade can be regarded as having run its course, the decline in retail trade in 1949 over 1948 represents one of the smallest and least painful recession adjustments ever recorded. The big questions to be faced by retailers in 1950 will be concerned with whether or not the trade recession has really run its course.

Regionally it may be noted that among those states expected to display favorable sales performances for this December compared with last December, are Arkansas, Colorado, Florida, Indiana, Louisiana, Montana, Nevada, New York, Texas, and Wyoming, with the New England and Pacific states rounding out what has proved to be a most disappointing year with respect to over-all economic activity.

The leading cities, those with a city-national index well above average (for this December compared with December 1948) are: Reno,

Nev., 114.3; Baton Rouge, La., 113.5; Albuquerque, N. Mexico, 112.3; Butte, Mont., 111.0; Billings, Mont., 109.1; Bakersfield, Calif., 109.0; New Orleans, La., 108.7; Casper, Wyo., 108.3; Miami, Fla., 108.2; Hempstead Township, N. Y., 108.0; Raleigh, N. C., 108.0; Boise, Ida., 107.9; Bartlesville, Okla., 107.6; Albany, N. Y., 107.1.



Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1949 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1949 over 1948," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1949 over 1948," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1948 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for December, 1949)

City Index	City Index	City Nat'l Index	\$ (Million)
1949	1949	1949	December
vs. 1939	vs. 1948	vs. 1948	1949

UNITED STATES

288.4 96.8 100.0 12,745.00

Alabama

★ Birmingham ...	426.5	97.8	101.0	44.87
★ Gadsden	461.8	99.0	102.3	6.05
Mobile	465.1	88.0	91.0	15.07
★ Montgomery ...	390.5	96.8	100.0	12.69

Arizona

Phoenix	491.3	94.8	97.9	24.71
Tucson	406.0	90.6	93.6	10.07

Arkansas

★ Fort Smith ...	407.2	99.3	102.6	6.76
★ Little Rock ...	504.4	100.3	103.6	21.74

(Continued on page 106)

SALES MANAGEMENT

CHICAGO

THE TEN
BILLION
DOLLAR
MARKET*

*Personal Income of Chicago Industrial
Area Estimated by Federal Reserve Bank.

When you're looking for sales you look for more than just people—you look for people who have money.

The people in this great Chicago market have 10 billions of personal income every year. That's as much as you'll find in the combined cities of

- CLEVELAND
- CINCINNATI
- INDIANAPOLIS
- ST. LOUIS
- KANSAS CITY
- MINNEAPOLIS

And you reach

CHICAGO'S MOST IMPORTANT MILLION

effectively and economically in their homes—where buying decisions are made—through one great newspaper—the...

CHICAGO DAILY NEWS

For 73 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

• NEW YORK

• DETROIT

• LOS ANGELES

• MIAMI

Just COMPARE!

Middletown, 31st in size among the 36 New England cities of 25-50M population, is
8th in General Merchandise Sales
10th in Family Income
14th in Drug Sales
14th in Furniture-Household-Radio Sales
29th in Food Sales
29th in Total Income

A superior, all-round market—offering plus returns to advertisers of practically every type of product. The Middletown Press is read by all city families . . . by 7 out of 10 families in Middlesex County. No combination of outside papers enables you to tap this market so thoroughly.

THE MIDDLETOWN PRESS



A BONUS EVERY MONTH

St. Petersburg GROWS permanently and seasonally. Each passing month makes new records in all indices.

For YOU a BONUS every month.

To St. Petersburg's permanent population of 100,234 ADD 296,455 additional prosperous winter and summer visitors (actual, personal registrations—and only about 1 in 5 register).

These are additional BONUS customers.

The BEST way to reach them is in the St. Petersburg TIMES . . . covering 86% daily and 93% Sunday . . . of St. Petersburg City Zone Readers.

ST. PETERSBURG - FLORIDA

Daily **TIMES** Sunday

Represented by
Theis & Simpson Co. Inc.
 New York Detroit Atlanta Chicago
 V. J. Obensauer, Jr. in Jacksonville, Fla.

HIGH SPOT CITIES

(Continued from page 104)

RETAIL SALES

(S.M. Forecast for December, 1949)

	City Index	City Index	City Nat'l Index	\$ (Million)
	1949	1949	1949	December
	vs. 1939	vs. 1948	vs. 1948	1949
California				
★ Bakersfield	399.2	105.5	109.0	14.65
★ Berkeley	269.2	97.9	101.1	9.69
Fresno	374.3	95.7	98.1	20.96
★ Long Beach	455.8	96.8	100.0	41.11
Los Angeles	340.6	94.1	97.2	280.14
Oakland	269.8	92.8	95.9	51.29
Pasadena	326.6	93.9	97.0	18.94
Riverside	362.3	95.7	98.9	6.63
★ Sacramento	316.5	98.6	101.9	26.30
San Bernardino	373.6	94.6	97.7	10.61
San Diego	379.4	93.1	96.2	38.13
★ San Francisco	311.5	98.3	101.5	125.57
San Jose	413.0	94.4	97.5	20.03
Santa Barbara	282.0	92.9	96.0	6.91
Stockton	350.0	94.4	97.5	13.65
Colorado				
★ Colorado Springs	389.1	101.6	105.0	8.60
★ Denver	327.8	97.1	100.3	61.30
★ Pueblo	352.5	98.1	101.3	8.46
Connecticut				
Bridgeport	249.7	91.5	94.5	19.30
★ Hartford	253.0	101.0	104.3	28.87
Middletown	254.4	95.0	98.1	3.18
New Haven	240.1	93.5	96.6	22.02
★ Stamford	319.9	98.9	102.2	9.15
Waterbury	265.5	93.7	96.8	12.16
Delaware				
★ Wilmington	240.8	96.8	100.0	16.45
District of Columbia				
★ Washington	241.8	101.1	104.4	102.37
Florida				
★ Jacksonville	367.7	99.5	102.8	28.61
★ Miami	385.6	104.7	108.2	41.80
★ Orlando	412.0	100.9	104.2	11.37
★ Pensacola	387.1	100.0	103.3	6.89
★ St. Petersburg	427.4	103.5	106.9	14.66
★ Tampa	354.1	100.9	104.2	17.14

FOOD SALES

. . . in a BIG market. The Pittsfield wholesale grocery area ranks 162nd in population . . . but 31st in per capita food sales . . . outdistancing 153 other areas.

See page 100, November 10th SALES MANAGEMENT for a gauge of the Pittsfield area's big quality potential.

44,000 families in the area spend \$38,752,000 for food.

For plus results at truly low cost, place the Berkshire Eagle on your list. Pittsfield is the only city in all New England added as a Metropolitan County Area in 1949.

THE BERKSHIRE EAGLE

Pittsfield, Mass.

Represented By
 The Julius Mathews Special Agency, Inc.

FROM A MAJOR AGENCY

"You can be sure we appreciate this splendid cooperation".

Another expression of appreciation for POST support. Investigate the POST market, POST cooperation and POST advertising results and you will join the great family of national advertisers who enjoy profitable results and multiple satisfaction for POST relationship.

Write for BRAND PREFERENCE SURVEY



WARD-GRIFFITH COMPANY
 Representatives

RETAIL SALES

(S.M. Forecast for December, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	December
1939	1948	1948	1949

Georgia

★ Atlanta	327.8	99.4	102.7	59.36
★ Augusta	346.2	97.3	100.5	9.14
Columbus	366.7	90.3	93.3	9.13
Macon	346.8	91.6	94.6	9.19
Savannah	333.9	90.4	93.4	12.12

Hawaii

Honolulu	354.6	86.9	89.8	29.82
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Idaho

★ Boise	331.5	104.4	107.9	7.69
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Illinois

★ Bloomington ..	291.3	98.3	101.5	6.06
★ Champaign-				
Urbana	300.0	98.6	101.9	7.86
Chicago	270.8	95.8	99.0	431.05
Danville	303.0	94.2	97.3	6.00
Decatur	277.2	96.2	99.4	9.34
East St. Louis ..	304.7	95.3	98.5	8.47
★ Moline-Rock Island-				
E. Moline ..	298.7	97.1	100.3	11.74
Peoria	278.7	94.7	97.8	17.89
Rockford	309.5	92.4	95.5	14.27
Springfield	275.2	95.3	98.4	11.86

Indiana

★ Evansville	341.7	100.4	103.7	16.23
Fort Wayne	288.0	92.0	95.0	17.02
★ Gary	349.0	100.6	103.9	15.88
★ Indianapolis ..	316.2	97.2	100.4	62.68
★ Muncie	321.5	102.0	105.4	7.94
South Bend	312.5	94.4	97.5	15.75
★ Terre Haute ..	285.9	101.3	104.7	10.12

Iowa

Cedar Rapids	324.1	93.9	97.0	11.28
Davenport	300.8	90.6	93.6	10.83
Des Moines	298.8	89.7	92.7	25.85
Sioux City	291.0	93.9	97.0	12.02
★ Waterloo	344.0	97.7	100.9	10.25

Kansas

Hutchinson	344.1	94.1	97.2	5.85
★ Kansas City	448.5	100.4	103.7	16.55
★ Topeka	455.1	99.9	103.2	15.11
Wichita	483.9	96.2	99.4	27.05

Kentucky

★ Lexington	370.1	99.2	102.5	12.88
★ Louisville	337.5	97.3	100.5	46.47

Louisiana

★ Baton Rouge ..	527.1	109.9	113.5	15.39
★ New Orleans ..	392.7	105.2	108.7	64.83
★ Shreveport	332.6	97.7	100.9	16.43

RETAIL SALES

(S.M. Forecast for December, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	December
1939	1948	1948	1949

Maine

Bangor	255.9	94.4	97.5	5.45
Lewiston-Auburn ..	238.8	94.9	98.0	6.40
Portland	255.2	91.1	94.1	12.30

Maryland

★ Baltimore	293.3	97.2	100.4	117.14
Cumberland ...	261.8	94.1	97.2	5.89

Massachusetts

Boston	210.4	95.6	98.8	108.42
Fall River	238.7	88.9	91.8	10.17
Holyoke	272.2	92.3	95.4	6.26
Lawrence	223.4	95.4	98.6	8.40
Lowell	304.3	94.4	97.5	9.89
★ Lynn	239.2	103.3	106.7	10.43
New Bedford ..	246.2	90.6	93.6	10.56
Pittsfield	233.3	96.1	99.3	5.95



CHECK!

The LYNN ITEM, Lynn's oldest newspaper with the largest circulation and greatest advertising volume, is never too busy to help you. Advertise in a wealthy market, through a cooperative medium! Get results—check results—with the LYNN ITEM!

GET RESULTS

in **LYNN ITEM**
with the

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO • LOS ANGELES

The Successful Manufacturer OF TODAY

Must have a mutually satisfactory relationship with wholesalers, distributors, company salesmen, retailers and consumers.

The effectiveness of all this depends largely on advertising in the right places at the right time. In this city zone of over 100,000 population the right place is

The Holyoke Transcript-Telegram

at the right time

25,000 homes each evening

Represented by Julius Mathews Special Agency, Inc.

WANTED: EXTRA LARGE FOOD BASKETS FOR SALEM FAMILIES

An advertising campaign that sells each customer 44% more food than the average U. S. customer buys is a tremendous success. That's what you get in Salem . . . food sales averaging \$308 per person—a big 44% above the national average.

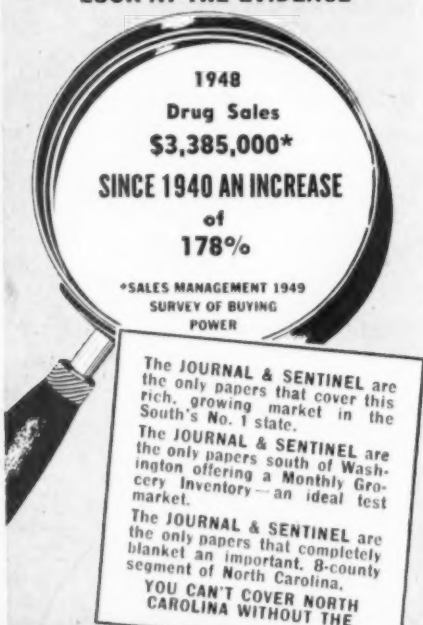
BUT THAT'S ONLY PART OF THE STORY

Your advertising in the Salem News blankets a true city zone of 142,100 people whose purchases are far above the U. S. average . . . for a \$35,631,000 food total.

SALEM EVENING NEWS

The Julius Mathews Special Agency, Inc.

THERE'S CONCENTRATED BUYING POWER IN WINSTON-SALEM LOOK AT THE EVIDENCE



WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Representative: KELLY-SMITH COMPANY

HIGH SPOT CITIES

(Continued from page 107)

RETAIL SALES (S.M. Forecast for December, 1949)

City Index 1949	City Index 1949	City Nat'l Index 1949	\$ (Million) December 1949
vs. 1939	vs. 1948	vs. 1948	

Massachusetts (Cont.)

★ Salem	227.1	97.2	100.4	4.70
Springfield	255.6	90.4	93.4	22.52
Worcester	223.4	95.8	99.0	21.78

Michigan

Battle Creek ..	332.8	95.9	99.1	8.52
★ Bay City	334.6	97.2	100.4	7.63
★ Detroit	364.3	99.4	102.7	254.76
★ Flint	342.0	103.7	107.1	25.79
Grand Rapids ..	338.9	96.0	99.2	28.77
Jackson	323.1	94.2	97.3	9.50
Kalamazoo	321.2	96.2	99.4	12.14
Lansing	337.1	94.5	97.6	16.52
★ Saginaw	243.8	98.5	101.8	9.19
Muskegon	374.9	84.1	86.9	9.26

RETAIL SALES (S.M. Forecast for December, 1949)

City Index 1949	City Index 1949	City Nat'l Index 1949	\$ (Million) December 1949
vs. 1939	vs. 1948	vs. 1948	

Minnesota

Duluth	256.6	89.8	92.8	12.96
Minneapolis ...	273.1	91.3	94.3	77.32
St. Paul	282.1	94.3	97.4	49.71

Mississippi

★ Jackson	438.7	97.5	100.7	12.02
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Missouri

★ Kansas City ...	333.8	102.1	105.5	78.91
St. Joseph	308.5	91.0	94.0	9.41
★ St. Louis	312.9	97.1	100.3	116.38
Springfield	340.7	91.9	94.9	9.30

Montana

★ Billings	317.4	105.6	109.1	6.19
★ Butte	294.7	107.4	111.0	7.78
★ Great Falls ...	298.1	100.1	103.4	6.38

Nebraska

Lincoln	319.2	96.5	99.7	13.12
Omaha	312.4	95.3	98.5	34.65

Nevada

★ Reno	298.8	110.6	114.3	7.20
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Your advertising messages
ring the bell
... in 9 out of 10 Norristown, Pa., homes.

Nothing can take the place of accurately edited local newspapers! No market anywhere, in any State, is more comfortably fixed for industrial wealth . . . high per capita buying power and . . . a substantial bank reserve of eager spending money.

19,330 A. B. C. Circulation
53,429 City Zone — 129,309 Trading Area

Times Herald

NORRISTOWN, Pa.

Represented by The Julius Mathews Special Agency, Inc.

RETAIL SALES

(S.M. Forecast for December, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	December
1939	1948	1948	1949

New Hampshire

★ Manchester	270.9	97.0	100.2	9.59
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New Jersey

Atlantic City	227.1	96.7	99.9	10.65
Camden	245.0	95.3	98.4	12.69
★ Elizabeth	274.8	96.8	100.0	13.00
Jersey City-				
Hoboken	219.2	96.0	99.2	26.70
Newark	264.4	94.3	97.4	69.31
★ Passaic-Clifton	282.0	98.2	101.4	13.82
Paterson	257.7	95.3	98.5	18.66
★ Trenton	285.7	103.3	106.7	19.63

New Mexico

★ Albuquerque	509.8	108.7	112.3	12.49
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New York

★ Albany	246.0	103.4	107.1	19.61
★ Binghamton	240.5	101.4	104.8	10.75
★ Buffalo	242.9	98.5	101.8	63.88
★ Elmira	254.8	98.4	101.7	7.21
★ Hempstead				
Township	338.5	104.5	108.0	42.08
Jamestown	206.8	92.5	95.6	4.57
New York	231.0	95.8	99.0	775.01
Niagara Falls	247.5	95.1	98.2	9.23
Rochester	229.0	95.8	99.0	40.90
★ Schenectady	267.3	101.3	104.6	12.59
Syracuse	225.8	90.9	93.9	25.15
★ Troy	232.7	101.2	104.5	8.33
Utica	229.9	96.3	99.5	10.92

North Carolina

Asheville	332.8	92.6	95.7	9.02
★ Charlotte	385.6	97.7	100.9	19.28
Durham	392.4	93.9	97.0	10.28
Greensboro	376.5	95.7	98.9	11.03
★ Raleigh	383.6	104.5	108.0	10.28
Salisbury	383.8	96.7	99.9	4.49
Wilmington	374.0	89.8	92.8	5.76
★ Winston-Salem	376.5	100.7	104.0	11.56

North Dakota

Fargo	329.0	96.4	99.6	7.04
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Ohio

Akron	287.4	90.0	93.0	32.76
Canton	285.7	88.4	91.3	15.74
Cincinnati	244.0	87.6	90.5	59.08
Cleveland	273.7	91.7	94.7	120.93
Columbus	268.3	88.5	91.4	44.89
Dayton	273.7	87.7	90.6	30.63
Mansfield	251.3	87.2	90.1	5.68
Springfield	267.2	87.9	90.8	8.63
Toledo	254.9	88.8	91.7	35.25
Warren	295.2	95.2	98.3	6.73
Youngstown	254.8	89.8	92.8	21.38

RETAIL SALES

(S.M. Forecast for December, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	December
1939	1948	1948	1949

Oklahoma

★ Bartlesville	324.4	104.2	107.6	2.79
★ Muskogee	314.7	97.5	100.7	4.28
Oklahoma City	338.1	93.5	96.6	32.63
Tulsa	322.9	94.9	98.0	22.99

Oregon

Eugene	323.2	86.0	88.8	6.14
Portland	319.7	92.2	95.2	61.67
★ Salem	277.0	99.1	102.4	5.90

Pennsylvania

Allentown	262.0	92.0	95.0	13.39
Altoona	276.5	95.4	98.6	9.29
★ Bethlehem	286.8	100.0	103.3	6.54
★ Chester	347.8	100.3	103.6	9.60
Erie	274.4	92.9	96.0	13.94
★ Harrisburg	293.8	100.5	103.8	15.54
Johnstown	262.1	91.1	94.1	9.88
★ Lancaster	282.1	99.7	103.0	10.58
★ Norristown	290.4	99.1	102.4	5.17

THE LONG ISLAND STORY

**HEMPSTEAD'S
\$119,129,000.00
FOOD STORE SALES**

ranks 2nd only to New York City among the 38 cities in the New York City-Jersey City wholesale food area.

And in Hempstead, WHLI actually delivers more daytime listeners than 3 network stations, and all the other 18 N. Y. independents combined!

Data Sources: Sales Management's "Survey of Food and Automotive Markets"; Conlan Report.

AM WHLI FM
HEMPSTEAD, LONG ISLAND, N.Y.
ELIAS I GODOFSKY President

Sell the Families with the Most to Spend

In North Jersey they live In Passaic-Clifton

Throughout Bergen and Passaic Counties, family incomes average more than \$5,000 . . . reach the peak in Passaic-Clifton, where the \$5,876 average family income is tops over all major North Jersey markets.*

The Herald-News is read in practically every Passaic-Clifton home every evening. The Herald-News is the ONLY newspaper that delivers concentrated coverage of this top market, PLUS additional thousands of other Bergen and Passaic County homes—the largest North Jersey circulation.

THE HERALD-NEWS Passaic-Clifton, N. J.

50,235 abs—3/31/49

The Julius Mathews Special Agency.

*Sales Management

R-R-R-Ring!

LISTEN to the healthy sound of busy cash registers when you start to sell Woonsocket—plus market of people-packed Rhode Island. Woonsocket has consistently spent more for food and drug products per family than the rest of Rhode Island. Cash in — reach 99.7% of this market through the

WOONSOCKET



Covering
Rhode
Island's
PLUS
Market

Representatives:

Gilman, Nicoll & Ruthman

HIGH SPOT CITIES

(Continued from page 109)

RETAIL SALES

(S.M. Forecast for December, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	December
1939	1948	1948	1949

Pennsylvania (Cont.)

Oil City	234.3	88.3	91.2	2.39
★ Philadelphia ..	274.8	96.8	100.0	221.41
★ Pittsburgh	248.1	96.8	100.0	87.91
★ Reading	264.9	99.9	103.2	15.26
Scranton	234.5	95.0	98.1	13.88
Wilkes-Barre ..	258.9	95.0	98.1	11.29
York	273.2	94.3	97.4	8.58

Rhode Island

Providence	239.1	92.6	95.7	33.12
Woonsocket ...	228.1	91.5	94.5	4.63

RETAIL SALES (S.M. Forecast for December, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	December
1939	1948	1948	1949

South Carolina

★ Charleston	381.7	100.5	103.8	11.68
★ Columbia	355.6	102.6	106.0	12.41
★ Greenville	428.1	97.3	100.5	11.73
★ Spartanburg ..	402.1	97.1	100.3	7.84

South Dakota

★ Aberdeen	413.0	104.1	107.5	4.13
Sioux Falls	381.6	92.4	95.5	9.35

Tennessee

Chattanooga ...	302.0	90.9	93.9	17.73
Knoxville	367.3	94.6	97.7	20.35
Memphis	332.5	93.3	96.4	47.35
★ Nashville	334.3	98.5	101.8	28.25

Texas

★ Amarillo	368.2	99.4	102.7	10.20
★ Austin	374.5	102.5	105.9	15.73
★ Beaumont	374.4	99.2	102.5	11.87
★ Corpus Christi .	328.4	102.4	105.8	11.00
★ Dallas	394.3	96.8	100.0	71.64
★ El Paso	365.5	101.2	104.5	15.02
★ Fort Worth	410.4	98.4	101.7	40.10
★ Galveston	344.4	98.1	101.3	8.99
★ Houston	404.1	98.2	101.4	82.39
Lubbock	328.4	89.4	92.4	7.29
★ San Antonio ...	358.0	98.2	101.4	38.74
★ Waco	345.8	97.9	101.1	8.99
★ Wichita Falls ..	348.6	101.2	104.5	8.61

Utah

Ogden	364.4	88.7	91.6	7.47
★ Salt Lake City.	343.0	100.4	103.7	27.34

Vermont

Burlington	261.8	93.4	96.5	4.66
Rutland	398.3	95.7	98.9	4.82

Virginia

Lynchburg	257.1	92.9	96.0	5.76
★ Newport News .	355.3	97.1	100.3	7.07
Norfolk	382.2	95.6	98.8	21.71
★ Portsmouth ...	405.2	98.8	102.1	7.01
Richmond	342.6	95.8	99.0	38.99
★ Roanoke	353.9	102.4	105.8	13.45

Washington

★ Seattle	377.9	97.9	101.1	82.79
Spokane	304.4	87.7	90.6	20.97
Tacoma	357.9	92.8	95.9	20.72
Yakima	353.3	93.4	96.5	8.48

West Virginia

Charleston	303.0	94.5	97.6	13.94
Huntington ...	275.0	92.3	95.4	9.02
Wheeling	288.7	93.2	96.3	9.67

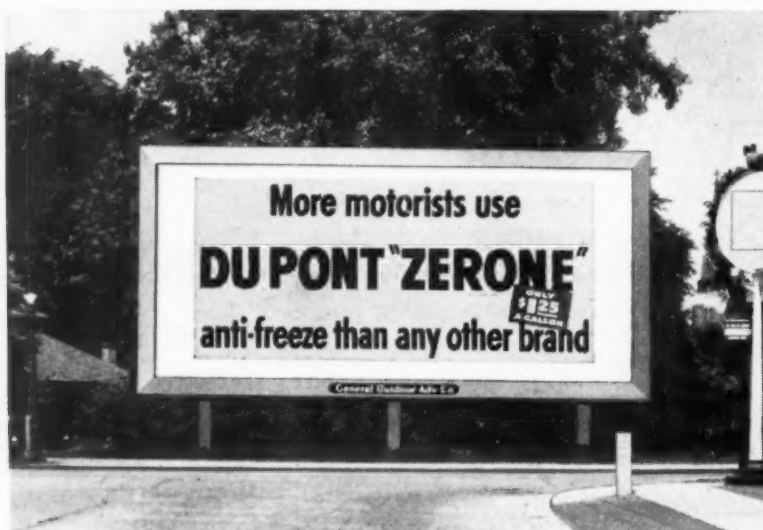
Wisconsin

★ Appleton	307.7	98.7	102.0	5.17
Green Bay	323.5	94.9	98.0	8.96
Madison	298.7	93.8	96.9	13.92
★ Milwaukee	343.2	98.9	102.2	103.95
★ Racine	341.0	101.8	105.2	9.65
★ Sheboygan	292.7	90.7	93.7	5.59
★ Superior	318.8	99.1	102.4	4.91

Wyoming

★ Casper	373.8	104.8	108.3	4.56
★ Cheyenne	361.4	102.3	105.7	5.24

More motorists read outdoor advertising



IMPULSE. What's the best time to catch a customer? When he's outdoors with money in his pocket! And that's where General Outdoor will help you clinch a sale. GOA delivers the impact... the quick reminder that turns impulse into action. All the facts are ready and

readable. Send for them today. General Outdoor Advertising Co., 515 South Loomis Street, Chicago 7, Illinois.

★ Covers 1400 leading cities and towns



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QUALITY METAL AND PLASTIC SIGNS

If you have a sign problem, write us. United makes a wide range of printed, enameled, lighted and unlighted signs. Write for information.

ADVERTISING SIGNS DIVISION
United Sound & Signal Co., Inc.
COLUMBIA, PENNSYLVANIA

SALES MANAGER—BUT GOOD

Our product is tops. Our sales management is at the bottom. The opportunity we offer is limited in responsibility and earning only by your ability to organize and administer a specialty sales force. It's a tough job.

The man we are looking for is under forty, probably a regional manager whose chance of advancement is limited because his boss is young, healthy and capable.

We'll be glad to tell you what we have to offer if you'll tell us your qualifications. Drifters and floaters please do not apply. This is a permanent position.

Box 2640, Sales Management



EVENING
DIVISION

MARKETING

MERCHANDISING — RETAILING
ECONOMICS

Related Courses In Sales, Advertising,
Sales Psychology

Veterans Accepted Under G.I. Bill

Evening Courses Begin Jan. 3

Write for Folder SME

15 W. 63d St., New York 23 EN. 2-8117

— SALES MANAGER —

Established midwest manufacturer of cleaning and maintenance products and chemicals has opening for Sales Manager January 1st. Applicant must have experience in hiring, training and supervision of commission salesmen. Also experience in Sales Contests, inspirational bulletins, sales records. Prefer man 40/50 years. Must be willing to do considerable traveling. Our Products are sold on a direct basis to schools, factories, institutions, municipalities, food processing plants, garages and many other classes of trade.

To merit consideration, give full details as to age, experience, etc., in first letter. All replies held in strict confidence. Box 2649 Sales Management.

SALES MANAGER

Experienced in manpower building—Creative selling. 38, employed, \$15, — 20,000 caliber. For resume write Box 2651, Sales Management.

District manager plans change. Knows North Central markets. Located Minneapolis. Available early 1950. Top flight sales organizer with proven record in sales planning and personnel administration. Regional meetings employing training films and chalk talks a specialty. Developed original control methods of commission salesmen and distributors. Age 37, College. Box 2650, Sales Management

To the manufacturer wishing to promote his products abroad:

Export Manager or Sales Representative: Experienced in foreign promotion, distribution, credit and traffic. Thorough knowledge Latin American markets. Travelled extensively. Fluent Spanish. Available short notice. Will reside either in Latin America or U. S. Box 2648, Sales Management.

NEW ENGLAND

Experienced specialty salesman with good knowledge of New England markets seeks wider opportunity. Top producer in present field with heavy experience in direct selling. Interested in selling, preferably, construction, electrical, or electronic equipment. Minimum earning requirements \$8,500. Thirty-three years old, married. Write Box 2647, SALES MANAGEMENT, 386 Fourth Avenue, New York, N. Y.

SALES ENGINEER, 31, wants position Mexico or South America. Thorough knowledge Spanish. Grad. Univ. Calif. 5 years experience Mechanical, Electrical, Marine Engineering, plus 4 years Sales and Business Management. Box #2646. Sales Management

LOOKING AHEAD

Sales Executive, 35, offers finest contacts with buyers of consumer goods—jobbers, chains, department stores. Successful record promotion, advertising, analysis, training, sales methods. Well rated manufacturers please reply to Box 2645, Sales Management.

COMMENT

TRAIN THEM TO SELL EVERYBODY —BUT THE PURCHASING AGENT?

In this age of multi-level selling, with its attendant training of salesmen to sell the shop foreman or the president, the question arises: Is training to sell the purchasing agent being neglected?

We might have been inclined to say "no" before reading the article beginning on page 37 of this issue. Since the end of the war there seems to have been no lack of sales training of any kind. SALES MANAGEMENT has published scores of articles on dozens of approaches to basic problems of sales training. For each article published we've turned down a dozen offers of other good sales training ideas.

The manager of purchases for the Ethyl Corp. wrote this article "to voice an opinion that the salesman's approach which is apt and effective in influencing an actual user of a product is not always the best way to develop the sale with the user's purchasing agent." That's a clear call to train salesmen to work with purchasing agents as well as with requisitioners, whether they be shop men or top management.

What, according to Ethyl's manager of purchases, does a purchasing agent want? Ethyl's Charles E. Colvin, Jr., states it this way:

"First of all, he wants to satisfy a requisitioner. He does not 'want' your product per se. He wants to deliver it to his requisitioner and to deliver it precisely at the time the requisitioner has a need for it. Second, he wants to satisfy his management that he is getting the best value available for his money and doing so in scrupulously fair dealings. He does not want much else—except to accomplish that dependably and expeditiously."

Mr. Colvin points out that until the purchasing agent has a requisition he cannot buy anything. He says: "There is nothing the salesman can say, no argument he can bring to bear to alter that fact." Perhaps negligence in training the salesman to work with the purchasing agent stems from the knowledge that the industrial salesman must sell his particular product to one or more people in a plant. Sales engineers know that they must convince people with buying influence long before the order reaches the requisition stage and lands on the purchasing agent's desk. They're inclined to skirt the purchasing agent in an effort to reach those who influence the requisition. Now Mr. Colvin makes it clear that the kind of information which a purchasing agent finds most useful to him is not the same kind of information as that required by engineers or top management. The purchasing agent wants the best buy, the desired delivery, and, above all, wants to be kept informed by the vendors' salesmen on the status of outstanding orders.

How well do the vendors' salesmen keep purchasing agents informed? You might want to check Mr. Colvin's survey against the performance of your own salesmen. Mr. Colvin points out that less than 30% of all orders checked in a three-month period were acknowledged with reliable delivery dates. Further, 40% of follow-up messages by

the buyer were ignored. In not a single case did a salesman voluntarily tell the buyer about the status of an open order.

These and other statements in this article that takes you behind the buyer's side of the desk suggest a check-up on sales training and order-handling procedures. One sales manager to whom we showed this article before publication said that if industrial salesmen make these mistakes, it's the fault of the sales manager. Is it?

A STATISTICAL VIEW OF YOUR SALESMEN

The latest article on salesmen to be placed before a general audience is in the December issue of *Coronet*. It's "The Salesman: America's Spark Plug." The subhead further amplifies with "He helps make the wheels of our national economy revolve steadily and smoothly."

This is another example of the better press salesmanship has received, especially this year when the public, after a lapse of almost a decade, became aware of the role of selling. Much still remains to be done.

The author had excellent sources of information from which to draw, including the National Sales Executives, Inc. He could present salesmanship in a highly favorable light because the facts were on tap.

Some favorable conclusions in the *Coronet* article were based on figures compiled by N. S. E. The author describes the American salesman in these words:

"The average picture would show a man between 30 and 50, who makes from \$4,000 to \$10,000 a year, who travels about 20,000 miles annually on company business and is away from home nearly half the time. This is the great middle-field of selling; there are extremes in the executive \$100,000 bracket, and doorbell pushers who don't make \$35 a week."

In a field which has not been too well documented statistically, considerable progress has been made by N. S. E. More needs to be done, and you can contribute now.

The Graduate School of Business Administration, Harvard University, in collaboration with N. S. E., is now making a new study of salesmen's compensation. The confidential eight-page questionnaire recently sent to sales chiefs probes deeply into all phases of sales pay plans. The usefulness of the information obtained, however, will depend largely on each recipient answering all questions.

Many companies are more reluctant to talk about their sales pay plans than about most other phases of the sales operation. Yet there is keen interest in payment plans. Those who contribute to the Harvard-N. S. E. study will be repaid in kind. They'll be given a summary and analysis of the findings which should be useful in checking the soundness of their own pay ideas. At the same time they'll be giving the public a better statistical view on the rewards for all types of selling.



How Missouri stays ahead in the Fashion Parade!

ANOTHER AMERICAN AIRFREIGHT SHORT STORY

Nobody has to show Missouri manufacturers *anything* about the problem of turning out high-styled shoes, handbags, raincoats and teen-age fashions. And when they saw how airfreight could help them compete successfully with manufacturers located closer to eastern retail centers—these same men from Missouri only had to be shown *once*.

Today the business of fashions is flying high in Missouri. Airfreight has helped the St. Louis Fashion Creators continue to grow so rapidly that today they

include 115 manufacturers doing an annual wholesale business of over \$85,000,000.

Like the apparel makers, many other Midwestern manufacturers are not only using airfreight for faster and more efficient delivery, but also to secure new distribution in territories previously too distant to sell.

Have you considered how American Airlines Airfreight might help your business grow? For free literature showing the value and versatility of this modern means of distribution, write to American Airlines, Inc., Cargo Division, 100 E. 42nd St., New York 17, N. Y.



AMERICAN AIRLINES Airfreight



In Chicago there's
an easier way with
results the same day

The Chicago Tribune, of course!

*Where women's clothing advertisers invest
more of their advertising appropriations than in
all other Chicago papers combined!*

to reach Chicago women do as retailers do... use the Chicago Tribune

